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ABSTRACT

Historically, interviewers have been unable to reach high agreement on applicant potential even when they interview the same applicant. However, it has been recently demonstrated that interviewers can do a good job of gathering relevant data and predicting applicant success. This document is a report on research conducted to learn what factors affect accuracy of predictions based on interview data and how the accuracy may be increased. Following a description of procedures, seven chapters contain data and checklists developed for use in subsequent phases of the research studies. These checklists have been developed for jobs such as: (1) management trainee, (2) general management, (3) engineering, (4) secretarial, (5) clerk typist, and (6) general selling. Each list contains the number of respondents, mean, and standard deviation for favorability, frequency, and importance. (GEB)

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Checklists for Describing Job Applicants

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CHECKLISTS FOR DESCRIBING JOB APPLICANTS

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Preface

Basic research is needed for many of today's personnel administration techniques, but nowhere is the need so great as for the employment interview. Research on the interview is especially needed because it is deeply involved in at least three of the major problems currently facing personnel administrators.

The Labor Market. It is becoming increasingly difficult to find job applicants who are qualified to fill the jobs that are available. Unfortunately, the apparent tightness of the labor market can be exaggerated by poor interviewing practices. Poor recruiting and public relations practices in interviewing can lead applicants to reject job offers. Poor interviewer training and invalid selection standards can lead to the rejection of applicants who would succeed on the job if hired. Finally, the emphasis on selection of applicants rather than on placement ignores the benefits of differential placement, especially in tight labor markets. It would be foolish to argue that poor interviewing practices cause tight labor markets, but interviewing practices do influence the success of efforts to staff organizations.

Unfair Discrimination in Hiring. Since the passage of the Civil Rights Act of 1964, psychological tests used in employment screening have been criticized on grounds that they may unfairly discriminate against Negroes and members of other minority groups. Several court cases are in progress, and the battle over personnel testing is far from finished. The issue of unfair discrimination by employment interviewers has not yet been raised as extensively, but we expect that it will be.

Personnel Costs. The costs of recruiting, selecting, placing, and training new employees have increased spectacularly in the last several years. Employment interviewing is expensive and ought to be worth its cost. Carefully designed and executed research studies, though expensive themselves, offer the best hope of increasing the utility of the employment interview.

This monograph is offered in the hope that it might be instrumental to the development of basic research on employment interviewing. Such research holds the best promise for improving the interview as a selection device.

A Special Note of Appreciation

This study was greatly facilitated by the vigorous encouragement and support extended by the American Society for Personnel Administration (ASPA), its officers, executive staff, chapters and individual members. Their contribution is most gratefully acknowledged, and as will be noted in the text, represents a most significant effort in advancing the cause of knowledge and understanding, and thus improved professional practice.

Thanks also are due to each person who participated in the study—"subjects," yes, but above all professionals whose deeds provide such an important link between town and gown. Indeed, they are co-authors and research affiliates in this study. Their service is an inspiration.

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Summary

A most widely used personnel evaluation procedure — the employment interview — seems also to have been among the most widely and vehemently maligned. Early investigations of different interviewers interviewing the same applicants showed extremely low agreement among the interviewers in the ratings they assigned. Moreover, periodic reviews of research studies on the employment interview (Wagner, 1949; Mayfield, 1964; Ulrich and Trumbo, 1965) agree in concluding that most personnel interviews still are conducted in such a way as to be quite unreliable and usually nonvalid. Thus, it seems that the employment interview typically suffers from misuse. It is handled differently by each interviewer, who in turn tends to use different methods from one interviewee to the next. At its worst, the employment interview bogs down into merely passing the time of day with little time actually devoted to a systematic gathering of information or a sizing up of an applicant's strengths and weaknesses relevant to the job in question.

However, Ghiselli (1966) has recently demonstrated what most of us have always hoped for and secretly believed: He showed that a skilled interviewer *can* do a good job of gathering relevant information and using it to predict with good accuracy how well an applicant will do on the job. Additional evidence of this fact is beginning to accumulate (e.g. Grant & Bray, 1969). *Some* interviewers do indeed do excellent jobs of gathering a wide range of information about what a person has done and manage to make good use of it for predicting future job behavior. Apparently, some interviewers' impressions (hunches) turn out to be much better than those of others. Unfortunately, our present state of knowledge gives little or no basis for estimating ahead of time who and under what circumstances the better and more accurate interviewers may be.

Because of the paucity of knowledge about what goes on during employment interviews, that is, what interviewers look for, how they gather it, and what they do with it — we began, in late 1966 (with support from the National Science Foundation) a comprehensive investigation designed to unravel some of the mysteries surrounding the employment interview. Our ultimate objective in this research has been and continues to be to answer the following question: *What factors affect accuracy of predictions based upon interview data and how may the accuracy of such predictions be increased?*

This technical monograph describes our research design and the first steps taken toward answering the above question. We present here several of the checklists which have been developed for use in subsequent phases of the research studies. We want other investigators to join us in a concerted effort to learn as much as possible about the *process* of employment interviewing and hope that they may choose to use some of our checklists as aids in their research activities.

The data and checklists presented in Chapters 4-10 were developed from responses to a series of lengthy questionnaires made by 2804 experienced interviewers located in scores of firms and government agencies throughout the country. These questionnaires asked each respondent to estimate the relative frequency of occurrence of different applicant attributes (for example, aspects of personal history, personal traits, actions or behaviors during the interview, etc.) and their relative importance and overall favorableness in relation to decisions made on the basis of employment interviews.

This wealth of information has been processed and summarized to produce not only "raw" item statistics but also a series of checklists to be used by interviewers in recording their interview impressions of an applicant. Such checklists have been developed for use with applicants for the following types of jobs:

- management trainee
- general management
- engineering
- secretarial
- clerk typist
- general selling

As mentioned, the checklists will now be used by interviewers in subsequent investigations to record impressions gained during their interviews. It is intended that these standardized impressions will then be compared with such variables as measures describing how the interview was conducted, objective measurements and observations descriptive of either interviewers, interviewees, or both, later job behavior observations and records of applicants who are hired, etc.

Again, let us urge interested readers to undertake research studies on your own. We shall greatly appreciate hearing from you about ideas you may have, the nature of studies you undertake, problems you encounter, and results as you obtain them.

Chapter I

Research on Employment Interviewing

Basic research on the employment interview is urgently needed. Unfortunately, much of the research reported over the last 50 years has done little to increase our understanding of the process of interviewing. Our knowledge of the interview is directly linked to the sophistication of the research that has been done.

The classical research design involved setting up an "experiment" in which many factors are "controlled" while one factor is systematically varied to see what effect it has on some single criterion. This classical research design is ideally suited to testing conflicting predictions drawn from two different theories, but researchers and personnel administrators have come to realize that this elegant design is too simple to serve as a model for personnel research: It yields too little information at too high a cost.

The new approach to personnel research emphasizes broad, more comprehensive examinations of the problems facing us. The focus is on studying entire "systems," analyzing the various system components and the interactions between them, and basing decisions on comprehensive information about the system *and* its goals. For the employment interview, this new approach entails studying the entire personnel recruitment-selection-placement system. The emphasis is on studying the many components of this system (advertising, testing, and interviewing, to mention three) and how each of them contributes to the diverse goals of this system (low recruiting costs, high system reliability, low turnover and failure rates, to mention three). Interviewing research is no longer concerned only with questions of reliability and validity, for it is now realized that many different factors interact in a variety of ways to determine reliability and/or validity, and that to ignore these many factors in favor of focusing on reliability or validity alone is to produce research which may be nearly useless.

In 1965 we began laying the groundwork for a comprehensive program of research on decision making in the employment interview. Building on leads from studies done by Professor Edward Webster and his students at McGill University in Montreal (Webster, 1964), we outlined a set of studies designed to examine the many factors which influence employment interviewer's decisions about job applicants. Our research design won the 1965 James McKeen Cattell Award from the Division of Industrial Psychology of the American Psychological Association, an award given to encourage the design and execution of fundamental research on applications of psychology to industrial problems.

Webster and his students observed that interviewers apparently make decisions by comparing job applicants with a stereotype of an ideal applicant. Initially, we advanced plans designed primarily to investigate characteristics of these stereotypes, but later broadened our perspective to focus on answering the following question: What factors affect the accuracy of predictions based upon interview data and how may the accuracy of such predictions be increased? This broader research question is much more in keeping with the decision-making approach to interview research advocated by Webster: "There can be no question that the problems of reliability and validity are of fundamental importance to the interview, but there is an indirect as well as a direct approach to them. Until the factors which play a systematic role in determining the final decision of the interviewer are revealed, the limits of reliability and validity cannot be known" (Webster, 1964, p. 2).

This broadened focus led us to the consideration of the basic processes of interpersonal perception as they occur in employment interviews. It quickly became apparent that the cross-fertilization of interviewing research and interpersonal perception research would be profitable. The employment interview constitutes an excellent setting for studying the processes and accuracy of interpersonal perceptions. Employment interviewers are professional person perceivers: their relative effectiveness affects not only the job adjustment of untold numbers of persons in our society, but also the success of our institutional producers of goods and services. Moreover, the employment interviewer, in contrast with other possible experimental subjects (college students), is well adapted to his perceptual environment: Neither the setting nor the demands for making explicit behavior predictions are novel to him. Study of employment interviewing procedures can lead to a great gain in our knowledge of the process of interpersonal perception.

In turn, previous research in interpersonal perception offers many gains for researchers interested in employment interviewing. Interpersonal perception researchers had developed methodologies for studying impression formation and perceptual accuracy, and these procedures could be adapted readily to the study of decision making in the employment interview. An equally important factor was the availability of theoretical conceptualizations of interpersonal perceptual processes.

Strangely, data collected in interview settings have not often been viewed as relevant to person perception theories, perhaps because the interview is so widely believed to be a poor basis for making behavior predictions. Literature reviews of the employment interview have stressed its low reliability and validity as well as a host of other problems. Results from Scott's early investigations (Scott, 1915; 1916) emphasized the low interrater agreement and the just slightly better than chance validity obtained from interviews. Over 50 years of investigations since Scott's time have done little to increase our confidence in the employment interview as a selection device. For example, Wagner's review (Wagner, 1949) of studies showed reliabilities for interview-based ratings ranging from .23 to .97 with a median value of only .57. In a review of research done in the last 15 years, Ulrich and Trumbo (1965) report trait rating reliabilities ranging from .15 to .90. They conclude that interview-based inferences (ratings) yield, with but few exceptions, reliabilities considerably below the level generally regarded as necessary for individual assessment and prediction. Mayfield (1964) draws similar conclusions based on his review of the literature. In addition, Mayfield states a number of conclusions bearing on the validity of the interview. First, even when interrater agreement is high, validities based on job behavior criteria are usually very low. Second, in studies utilizing objective test information, predictions based on interview inferences rarely have been more, and usually have been less, accurate than predictions based on the tests alone. Third, validities of interview-based trait ratings are consistently high for only one trait—intelligence.

We might conclude from these negative results that inferences based on interpersonal perception ought not ever be used for making interpersonal evaluations and behavior predictions. However, such a conclusion can be seen to be premature when viewed against a critical examination of the studies that have been conducted. Such an examination led Ulrich and Trumbo (1965) and Mayfield (1964) to conclude that most of the studies conducted on the employment interview had been poorly conceived, poorly conducted and, therefore, generally inconclusive. We concur wholeheartedly with their conclusion. For example:

1. Practically no experimental investigations of the employment interview have been conducted. The typical study simply compares interview-based ratings with estimates or ratings of job behavior. Thus, the typical investigation shows nothing of the processes leading to either set of ratings. Mayfield's 1964 review of over 300 titles yielded an almost complete lack of experimental investigations.
2. Most studies have failed to record in any systematic way the behavior of the interviewer during the interview.
3. Most studies have failed to record in any systematic way the behavior of the interviewee during the interview.
4. Most studies have failed to record the nature and method of information transmission during the interview.
5. Most studies have failed to study in any way the process of impression formation and decision making as it occurs in the employment interview.

Many additional shortcomings can be enumerated, many of them due to the previous narrowness of research design, but the above should be convincing evidence of why research in the employment interview has not typically been viewed as relevant to studies of interpersonal perception.

The only bright lights have been the previously mentioned studies by Webster and his students (Webster, 1964). These studies are important because they have yielded information relevant both to the practical matter of employee selection and the explication of many research questions in interpersonal perception. In contrast to nearly all other studies on the employment interview, the McGill studies have emphasized studying the interview process.

Because these studies by Webster and his students constitute an important development in interviewing research, we describe them here in detail. To interrelate interview research and studies in interpersonal perception, we've included reference to related studies in interpersonal perception as they seem appropriate.

The McGill Studies

Springbett (1954; 1958) sought to determine the relation between interviewers final decision (i.e., to hire or reject a candidate) and the kind of information and the order of its presentation during an interview. Early impressions were shown to play a dominant role in determining the final outcome of the interview. His data also suggest that the interview is primarily a search for negative information: Just one unfavorable rating was followed by a reject decision in 90% of the cases. Moreover, the final decision was crystallized after a mean interviewing time of only four minutes—clear testimony to the prepotence of early impressions in dictating final outcome. Springbett's results point up problems that have long been noted in studies of interpersonal perception. For example, Bruner and Taguiri (1954) mention the tendency of persons to "package" their impressions of others in the form of a global evaluation, thereby leading to the common halo and leniency errors in rating others. Effects due to the ordering of information and the difficulty of overcoming early impressions have been amply demonstrated by Asch (1946; 1952), Kelley (1950), Kastenbaum (1951), and Haire and Grunes (1950). The Asch studies showed both the differential effects on overall impression of introducing such words as *cold*, *warm*, *polite*, or *blunt* into lists of adjectives describing a fictitious person and the difficulty experienced by subjects in changing first impressions when presented with new and conflicting information. Kelley demonstrated the carry-over of the Asch results to observer's judgments of a real person (a class instructor) after he had been previously described by the Asch adjectives. Haire and Grunes demonstrated individual differences among observers in the way they incorporated new information into their overall impressions based on previous knowledge. Some observers failed to recognize the discontinuity in the new information. Others stated that it was unimportant. A few integrated the new knowledge by modifying their overall impressions of the person being described. Finally, a report by Passini and Norman (1966) constitutes an unusually vivid illustration of the apparent strength of the tendency to form snap impressions of others. At the first meeting of a large class in experimental psychology, 84 students were divided into groups of from six to nine like sex persons who had not met each other prior to the class meeting. Persons in each group then met solely for the purpose of rating each other on a series of bipolar adjectival scales. No verbal interaction between subjects was allowed. Directions for the rating task were read, and the subjects proceeded to rate each of the other persons in the group. Factor analysis of the ratings produced a factor structure identical to those obtained by Norman (1963) in previous studies using the same scales with subjects well-known to one another (fraternity groups, ROTC members, etc.). Apparently, these subjects formed immediate and rather well-structured impressions of others based solely on appearance. They apparently felt no qualms whatsoever about describing other's behavioral tendencies on the bipolar scales used by Norman. Work reported by Norman and Goldberg (1967) and Hakel (1967) has supported and extended Passini and Norman's conclusions.

Returning to the McGill studies, Anderson (1960) sought to relate features of the interview situation to interviewer's final decisions. His primary finding was that interviewers spent more time talking when a favorable decision was made (i.e., to hire) than when an unfavorable decision was the outcome. The total length of interviewing time and the time taken by the candidate's speech did not differ between hire and reject interviews. In view of Springbett's finding of early decisions, Anderson's results are not surprising. Apparently, an interviewer forms a quick judgment of whether to hire or reject an applicant. He says more to those he intends to hire, probably giving the candidate more information about the job or simply "warm-ing-up" the candidate. Or, he may be seeking to elicit more information to confirm the decision he has already made. In contrast, the interviewer says less to those he intends to reject, probably seeking to "ease them out" gradually but with dispatch. Here he may be seeking to "block" the appearance of any information which may confuse the issue or cause him to rethink his decision. With regard to the amount of time spent talking by the interviewer and the job applicant, Matarazzo and Saslow (1966) have reported a series of investigations showing that interviewers can control the amount of time that applicants speak. These studies are particularly important because they show that an interviewer can manipulate the climate of an employment interview.

Crowell (1961) did a series of laboratory experiments designed to learn what effect recording preliminary decisions (based on partial information) would have on final impressions of hypothetical persons for whom thumbnail descriptions had been provided. The major aim of these studies was to compare decisions based on various amounts of partial information with decisions arrived at independently from the sum of all of the information. Thus, subject's impressions based on various fragments of information were compared with impressions of other subjects who had the total amount of information available to them. Crowell came to these conclusions:

1. Decisions based on all information differed from those based on partial information. This result is essentially similar to that reported by Asch (1952) using trait lists instead of paragraph descriptions. Both Crowell and Asch found that subjects more readily formed impressions of hypothetical persons when all information was given to them at once than when it was fed to them piecemeal.
2. As implied above, decisions about the hypothetical persons changed from first to final perception as new information was added. Crowell found that the change was usually in the direction of reflecting the most recent information and this, of course, suggests that first impressions can be altered under conditions where the experimenter, rather than the interviewer, controls the type and timing of additional information to be presented. A study by Mayo and Crockett (1964) shows that the ability or tendency to assimilate additional information and change one's earlier impression may be a function of the Perceiver's "cognitive complexity" (Bieri, 1955). Their results show that persons low in cognitive complexity (measured by a modification of Kelly's Role Construct Repertory Test) were much more prone to change their judgments in the direction of information most recently received than were subjects high in cognitive complexity. In a second study, Rosenkrantz and Crockett (1965) confirmed the interactive role of cognitive complexity and recency effects.
3. Finally, Crowell concluded that her results barely scratched the surface in defining how Perceivers (employment interviewers) accumulate and assimilate interpersonal information. Great variation in final perceptions was evident even when the subjects were forced to attend to all the information. When the interviewer is in greater control of the information flow (as in the Springbett study) recency effects are probably less potent. Most clearly, the results obtained by Crowell and by Mayo and Crockett show the need for further study of the effects on

interpersonal impression formation and behavior prediction of varying degrees of control over the information transmitted during the interview and of differences (in cognitive complexity) in the characteristics of the Perceivers.

Perhaps the most important implication of the McGill investigations is that interviewers apparently possess stereotypes of idealized successful applicants against which real applicants are judged for suitability for hiring. Major support for this interpretation stems from the studies by Sydiaha (1958; 1961) and Rowe (1960; 1963). These two investigators in particular have forged the link between research on the employment interview and that on interpersonal perception.

Sydiaha (1958) prepared a set of 120 descriptive statements and presented them to interviewers as a Q sort checklist. Interviews with Canadian Army recruits proceeded according to standard practice except that after each interview, the interviewer "sorted" the descriptive statements according to their applicability to each recruit, in addition to making a decision to accept or reject the applicant on an eight point scale ranging from "accept, excellent risk" to "reject." At the conclusion of his study, Sydiaha instructed his interviewers to sort the statements to describe an ideal recruit. Sydiaha item analyzed the Q sort descriptions of 90 interviews conducted by four personnel officers against the accept-reject criterion. The item analysis yielded a 67 item scoring key which was cross-validated on a second set of 89 interviews by the same men with a resulting (cross-validated) correlation between scoring key and the acceptance criterion of +.85. Next, the key was applied to 77 interviews conducted by four different personnel officers yielding a (validity extension) correlation of +.80. These results emphasize the similarity (between different interviewers), of what they perceived to be desirable characteristics of a good soldier. Additional support for this conclusion comes from the intercorrelations between different interviewers' Q sort descriptions of the ideal recruit. These values ranged between .56 and .98 with a median r of .81. Sydiaha summarized his findings as follows:

> "The most important facts emerging from this investigation are that the decisions of personnel interviewers are highly correlated with fairly simple descriptive statements of applicant characteristics, and that these characteristics are equally correlated with the decisions of all interviewers. The results are consistent with the view that personnel interviewers tend to attach the same importance to systematic information such as biographical and test data and that they tend to support their decisions by referring to the same hypothetical attributes. Using the word "stereotype" in a non-evaluative sense, it would appear that there is a stereotype of a good soldier which accounts for a great deal of decision-making variance. This stereotype is common to all interviewers and serves as a standard against which applicants are matched for suitability to army service (Webster, 1964, pp. 70-71).

It should be noted, however, that the so-called "stereotype" of an ideal applicant which Sydiaha regards as common to all interviewers might actually be a function of the overall favorability of the statements comprising his Q sort checklist. For example, it is obvious that the global accept, reject decision made by an interviewer about an interviewee would strongly affect his selection of the particular statements he perceives as descriptive of the interviewee. He would very likely choose favorable sounding statements more frequently when describing accepted candidates and more frequently choose unfavorable sounding statements when describing rejected candidates. Thus, it seems to us that Sydiaha's result might be more parsimoniously interpreted as simply a strong common response tendency on the part of all interviewers to judge similarly the degree of favorableness of the various statements used by Sydiaha in his Q sort checklist.

The possibility of this explanation for Sydiaha's results shows that it is necessary in our research program to take careful account of the social desirability factor as a possible contaminant of Perceivers' overall impressions and judgments. Moreover, Jackson and Singer (1967) have recently confirmed the complexity of social desirability and the ability of judges to differentiate among a variety of definitions of desirability. Their findings highlight the incompleteness of a simple one-dimensional approach for interpreting social desirability as an element in behavior and denotative descriptions of others.

However, one example of the type of study that can be undertaken is the one by Rowe (1963). Interested in individual differences among Perceivers (interviewers) in their selection decisions, she selected 30 favorable and 30 unfavorable statements from Sydiaha's checklist and used them to construct descriptions for 100 hypothetical persons by combining three favorable and three unfavorable statements to describe each person. These descriptions were then presented in three groups (35, 35, and 30) to 146 personnel officers in the Canadian Army who were asked to make a hire or reject decision for each of the hypothetical persons. After completing these judgments, the officers rated each of the 60 statements for overall favorableness on a seven point scale. As might be expected, the ratings for the 30 favorable statements differed sharply from those of the 30 unfavorable statements. In fact, the two distributions were completely non-overlapping. There were, however, marked differences between interviewers in the pattern of their accept-reject decisions; and more importantly, these differences were significantly related to a number of interviewer characteristics. The most striking finding was that the officers differed consistently in the proportion of accept decisions: three officers out of the 146 accepted 80 or more of the 100 hypothetical applicants; 16 accepted between 60 and 79; and 40 officers accepted fewer than 20 applicants. These findings vividly show the extent to which variance in judgments based on interpersonal perception is due to differences in the Perceivers rather than in the persons perceived. Rowe's analyses of these interviewer differences show that the more experienced officers (those with higher ranks and longer time in service) were the ones tending to accept fewer candidates. However, their accept-reject decisions also agreed more closely with the consensus made by the total group of officers. Thus, their decisions more accurately reflected the total consensus than did the decisions of the less experienced, more lenient officers. Perhaps the most important finding was that the lenient officers (those with high proportions of accept decisions) perceived the meaning of the unfavorable statements differently from the more stringent decision makers (those with low proportions of accept decisions). The former group rated the unfavorable statement as being much more favorable than the latter group, suggesting differences between interviewers in what Kelly (1955) has called "personal constructs" or what Cronbach (1958) has termed "personality space," and suggests, further, that Jackson and Singer's results may be extended to include differences among judges in how they view various "types" of social desirability. In fact, Jackson and Singer recognize the possibility of such differences and regard them as possible indirect indications of the judges' personality traits and value systems.

Thus, the most important contribution of Rowe's study is a fuller understanding of the decision variance in the employment interview. Perceivers' individualized perceptions of the meaning of characteristics attributed to applicants affects the proportion of applicants seen as acceptable; and these perceptions, in turn, can be shown to be systematically related to other interviewer characteristics, such as job experience.

Although Rowe's study focused on the nature of decision variance in the employment interview, the general pattern of her research is by no means restricted to this medium of interpersonal perception. Other investigations have shown similar results in other interpersonal settings. For example, Dornbusch, Hastorf, Richardson, Muzzy, and Vreeland (1965) reported a study emphasizing the importance of the Perceiver's cognitive structure in interpersonal perception. They elicited free descriptions of children from other children (age 9-11). A coding scheme was developed to determine the categories used by the children and three types of analyses were carried out. First, one child described two other children. Second, two children described the same child. Third, two children described two different other children. Descriptions given by a common Perceiver (one child describing two others) show the highest overlap of descriptive categories (averaging 57%); descriptions based on a common perceived person (two children describing the same other child) showed an average category overlap of only 45%, whereas the base rate overlap of categories for two children describing two different others averaged 38%. This study again confirms the importance of studying differences between Perceivers as well as differences between the social stimulus objects of their perceptions.

Leary (1957) found that people who describe themselves and were described by others as "hostile" tended to attribute considerable hostility to others; and people described as exceptionally friendly tended not to attribute hostility to others. Authoritarians differ from nonauthoritarians in the amount of authoritarianism they ascribe to others (Scodel and Mussen, 1953; Scodel and Freedman, 1956; and Crockett and Meidinger, 1956). Edwards (1959) showed that people who are more positive in their evaluations of others are also more positive in their self-descriptions. Gross (1961) found large reliable individual differences between college students in the variability of their descriptions of 30 stimulus persons presented via motion pictures. Ehart (1957) found that teachers rated as "effective" differentiated more in rating students and had higher intercorrelations among ratings than did "ineffective" teachers. All these studies show relationships between characteristics of Perceivers and the character of their perceptions.

Cronbach (1958) performed additional analyses on data provided by Sternberg (1950) whose original study had been a descriptive analysis of the patterns of ratings made by two interviewers of candidates for an executive training program. Cronbach factored the covariances of each interviewer's ratings separately. The configuration of the two individual factor structures differed substantially. The first interviewer's hiring decision ratings loaded about equally on two orthogonal factors, *Intelligence* and *Cooperation*, with a *Creativity* rating showing very little variance. In contrast, the second interviewer's hiring decision ratings loaded almost exclusively on an *Intelligence* and *Verbal Expression* factor and actually had a negative loading on the second orthogonal factor, defined in this case by the *Creativity* rating. Here again, we have striking confirmation of the essence of Rowe's findings. Apparently, Perceivers look at their social stimulus objects through different spectacles, structuring the pattern of trait descriptions individually according to their own perceptual maps. Cronbach points out that such empirical results are in accord with Kelly's theoretical expectations (Kelly, 1955) that the individual and his social world may be revealed by the way he describes himself and the significant others in his life in reference to his own set of personal constructs.

Hakel (1966) investigated the possibility that interviewers who share similar structures of trait ratings (and thus presumably similar personal constructs) would show higher interrater agreement in the evaluation of a series of job applicants than interviewers who shared dissimilar trait rating structures. Board interviews were conducted by nine personnel interviewers who interviewed 54 student nurses applying for jobs as general staff nurses. At the conclusion of each interview, board members independently rated each applicant on a series of five scaled-expectation rating scales (Smith and Kendall, 1963), made an overall evaluation of the expected level of performance, and finally, made a decision concerning the acceptance or rejection of the candidate. Factor analysis of the interviewer's trait ratings on the scaled-expectation scales showed that with one exception, structural relations among the scales were identical for all interviewers. This was taken as an indication that the interviewers shared the same personal constructs. However, when interrater agreement was examined, it became apparent that agreement in the evaluation of job applicants is virtually independent of the degree of interrater similarity of personal constructs. Thus, Hakel showed that although interviewers may structure their ratings similarly, this fact by itself does not guarantee high interrater agreement in the evaluation of job applicants. Consequently, knowledge that two raters (or interviewers or Perceivers) share identical personal constructs by no means guarantees that these two individuals will also be highly accurate in their perceptions and behavior predictions.

Finally, Rowe's results illustrate the concept of category width suggested and demonstrated empirically by Bruner, Goodnow, and Austin (1956). Persons differ in their readiness to adopt broad or narrow categories when classifying stimulus objects. As we have seen, the subjects in Rowe's study differed consistently in the category width of their accept and reject regions, and these differences were related to other measurable individual characteristics. More broadly, the implication of category width for interpersonal perception research is simply (once again) that the categorization of people depends not only on the characteristics of the social stimulus, but also on the prepotence of the given category for the Perceiver.

The McGill investigations by Webster and his students have stimulated additional research on decision making in the employment interview. For example, Mayfield and Carlson (1966) followed up Rowe's investigation of individual differences in selection decisions. Using procedures similar to Rowe's but controlling the variance of the statements selected to form hypothetical job applicants, they clarified Rowe's stereotype interpretation of her results. They concluded that decision variance can be partitioned according to a factor analytic model; that is, there is common stereotype variance which virtually all interviewers share, but nevertheless, each interviewer adds his own idiosyncratic specific stereotype variance to decisions. Mayfield and Carlson's conclusions have been supported by additional research reported by Carlson (1967) in which stimulus material included photographs as well as verbal descriptions of hypothetical applicants.

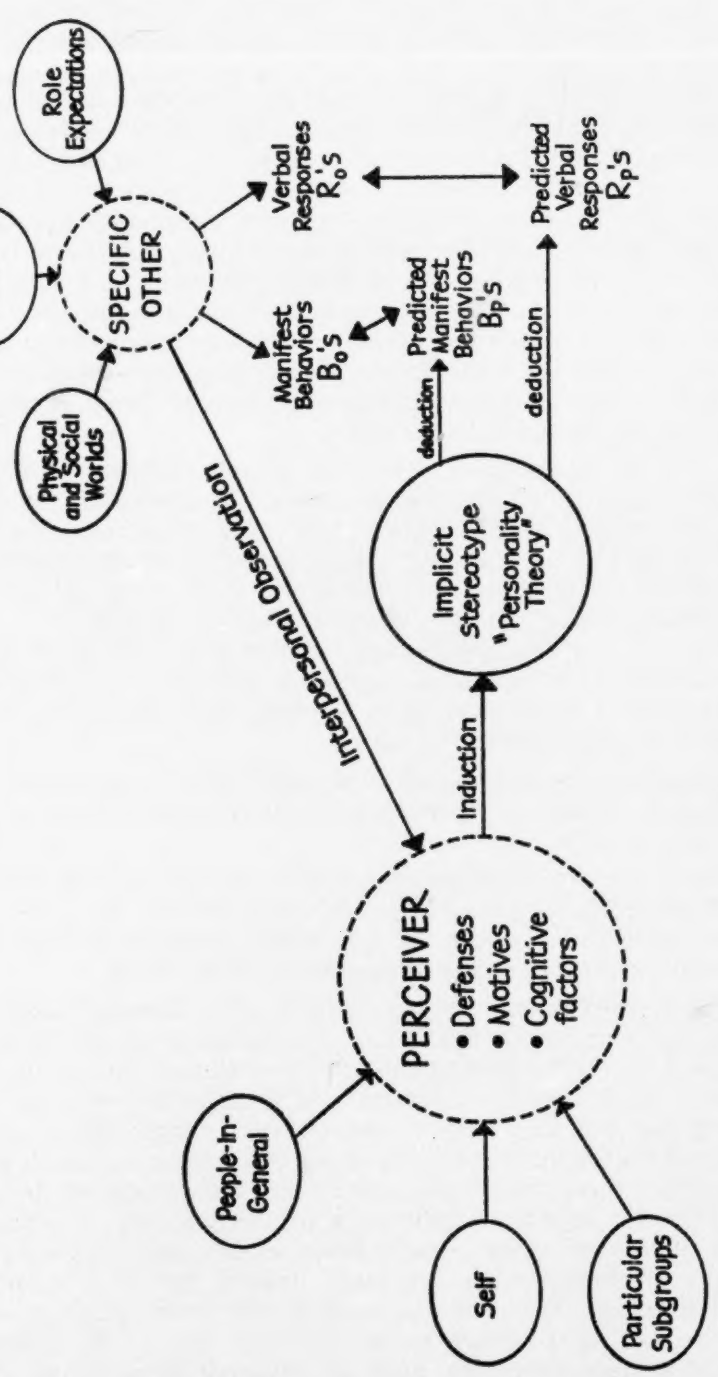
The McGill studies and the many others we have reviewed give us an important start toward learning more about the role of interpersonal perception in interviewer decision making. Most important, Webster and his students have demonstrated the feasibility of applying systematic and rigorous methods to the definition and further exploration of the nature of the relationships between interpersonal perceptions and interview decisions.

Although the McGill investigations constitute an important first step toward examining interpersonal perception and behavior prediction, some weaknesses appear in these studies and many research questions still remain to be examined. First, since most of the interviewers participating in the McGill studies were Personnel Selection Officers in the Canadian Armed Forces, the findings may be dependent on or specific to the army setting. Many of these studies should be replicated on interviewers selecting for jobs other than Private in the Canadian Army in order to assure broader generality of results. Second, the McGill studies and all the other interview studies we have reviewed concentrated on studying the factors influencing interviewers' decisions with no attention given to the validity of behavior predictions based on those decisions.

In addition, a number of unanswered questions remain about the nature of individual stereotypes or personal constructs. For example, we know almost nothing about the generality or specificity of such stereotypes. How do the ideal stereotypes for applicants for clerical jobs differ from those for sales job applicants? Do all interviewers for a given job share a common stereotype of an ideal applicant as Sydiaha suggests? We think not, but the question must be answered empirically, not by fiat. Also, do the personal constructs or stereotypes possessed by interviewers change over time? Are they static or dynamic? A crucial question uninvestigated thus far concerns the relationships between personal constructs and decision validity. It is widely believed that some interviewers manage more accurate behavior predictions than others. Are such differences in decision validity (accuracy) related to differences in individual stereotypes? If they are, can the personal constructs or stereotypes of interviewers be modified through suitable training and feedback procedures so as to increase the accuracy of behavior predictions based on interpersonal perceptions?

A Model of Information Processing in Interpersonal Perception

Figure 1 shows a "model" which helps to summarize much of the research just reviewed. Two persons are shown—a Perceiver and an Other—depicted


Physical and Social Worlds
Self
Role Expectations
SPECIFIC OTHER
Manifest Behaviors B_o's
Verbal Responses R_o's
Interpersonal Observation
deduction
Predicted Manifest Behaviors B_p's
deduction
Predicted Verbal Responses R_p's
Implicit Stereotype "Personality Theory"
Induction
PERCEIVER
• Defenses
• Motives
• Cognitive factors
People-In-General
Self
Particular Subgroups

Information Processing and Behavior Prediction In Interpersonal Perception

by the dashed line circles. Learning about another person can be viewed as essentially a matter of gathering and processing information about that person in the context of other information he has about himself, Others he has observed and stereotypes he has formed.

The dashed lines defining the "skins" of the Perceiver and of the Other represent personal filters tending to block and distort the knowledge transmitted. The relative permeability and fidelity of information transmission for each individual's filtering system depends on the nature of his defense mechanisms, the nature of his interpersonal motives and on a large number of cognitive factors. Shrauger and Altrocchi (1964) suggested that the interpersonal motives of hostility, dominance and sociability and the cognitive factors of conceptual differentiation and cognitive complexity are of particular importance in understanding these personal filtering systems. In turn, each Other possesses *his* own system of filters influencing his perceptions of himself, his physical and social environments and the nature of Others' role expectations in his social world. Based on his perceptions of the stimuli acting upon him, the Other makes certain verbal responses (such as filling in a questionnaire) or shows certain patterns of behavior (such as responsibility, delinquency, belligerency, or docility).

The process of knowing another and making accurate behavior predictions involves complex linkages of information gathering, processing, inferring, and deducing. Possibilities for inaccuracy exist everywhere along the line—ranging from having too tight a filter or misperceiving information during the very first phase of interpersonal observation to forming an erroneous stereotype or making poor deductions from a correct stereotype.

This model of interpersonal perception suggests some places to look in carrying out research on interpersonal processes. First, the Perceiver brings much to the process of learning to know another. This was recognized by Gage and Cronbach (1955) when they stated:

> "In the bulk of research to date, social perception as measured is a process dominated far more by what the (perceiver) brings to it than by what he takes in during it."

The evidence in support of their assertion which we have already reviewed is abundant. The Perceiver's previous perceptions, theories and stereotypes play a pervasive role in the nature of information processing, impressions formed, and predictions made in any interaction with an Other.

The model also implies an important role for information and information feedback in interpersonal perception. Amount of information can be viewed as a more general way of looking at the effects of stereotypes on interpersonal accuracy. A small amount of information leads to rather global, generalized stereotypes; but they may be successively sharpened or circumscribed as more and more information about an Other is presented. It should also be apparent that these stereotypes, comprised of knowledge of the model responses of particular population subgroups, probably become less accurate as more information is presented—simply because our experience with many specific population subgroups is much more limited than it is with more broadly specified groups. For example, contrast the likely accuracy of the stereotype "Successful Bell System Executive" with that of the stereotype "Successful Bell System Executive, aged 60, divorced three times, with a medical history of severe hypertension."

The defenses, motives, and cognitions of the Perceiver also affect the amount and nature of information obtained about any specific Other. Unfortunately, we know little about the effects on accuracy of these individual differences variables because, until recently, it has not been feasible for investigators to partition accuracy into its separate components of assumed similarity, stereotype and social differentiation.

Finally, *information* should serve a learning function. Our model shows how important one's implicit personality theory and deductions from it are in making accurate predictions about specific others. If either our theory *or* our deductions are wrong, we suffer the consequences of inaccuracy. Modification of the implicit theory, the nature of one's deductions, or both may be necessary in order to be accurate for any given Other. Feedback concerning how one has done in making predictions should be a powerful means of bringing about such modifications.

Even though this model is highly complex, it is still not a complete representation of the process of interpersonal perception. Perceptions are dynamic, and may change greatly during the course of interpersonal interactions; that is, employment interviews. Nevertheless, the model summarizes many of the complexities of interpersonal perception, and serves as a conceptual framework for many of the studies that need to be done before we can begin to understand decision making in the employment interview.

Chapter 2

The Checklists for Describing Job Applicants—Potential Uses

Our initial research plans in 1965 called for the development of several sets of research instruments which would then be used in a programmatic analysis of interpersonal perception, information processing, and decision making in the employment interview. Two classes of instruments, sets of checklists and sets of job behavior scales, were to be developed for each of six occupational contexts: management, sales, engineering, nursing, clerical, and airline stewardess jobs. To date, our efforts have been concentrated on management, sales, engineering, and clerical jobs.

The first set of instruments, the *Checklists for Describing Job Applicants*, were to be composed of 60 to 90 descriptive items, carefully screened for their relevance, extensiveness, and semantic clarity, and were to serve as standardized devices which interviewers would use to record their impressions of the interviewees they had just seen.

The second set of instruments are the *Job Behavior Scales*. These "scaled-expectation" scales (Smith & Kendall, 1963) would be developed for each occupational area, and would be used by interviewers at the time of hiring to predict the level of job behavior of the applicants they interview, and also would be used by supervisors, co-workers, and observers to report the job behavior of applicants who are hired.

These two classes of instruments are intended for use as the principal dependent variables in field and laboratory studies of the interviewing process. These sets of instruments, when combined with both correlational and experimental research designs, will facilitate the examination of many of the research questions raised in the first chapter.

Potential Uses

The principal research use of the *Checklists* will be as outlined above. Within each occupational area, interviewers will be asked to report, on the appropriate checklist, their impressions of job applicants. It will be possible to determine how various experimental manipulations of the information presented to interviewers influence impressions reported on the checklists. It will also be possible to determine how impressions reported on the checklists are related to characteristics of the interviewer, characteristics of the interaction between interviewer and applicant, and the subsequent behavior of the applicant if he is hired and placed on the job.

A great wealth of information has been collected to permit the construction of the checklists. This psychometric information for 730 descriptive items has many uses beyond furnishing the basic information for selection of items for the checklists, and since this is the case, all item statistics for the complete 730 item pool are reported for management trainee, management in general, engineering, secretarial, clerk-typist, sales in general, and blue collar occupations.

In addition to the possibility of custom-tailoring checklists within these occupational areas, two other research applications of the item statistics reported in chapters 4 through 10 are immediately apparent. First, hypothetical applicants can be constructed in the fashion of those developed by Rowe (1963) and Carlson (1967). Second, the items and their interrelationships offer an excellent opportunity for the development of materials to be used in studies of inferences from specific behaviors to traits, and from traits to personnel decisions, as suggested by Hakel (1967).

For those who are less concerned with research and more concerned with application, the item statistics reported in chapters 4 through 10 offer the interviewer a chance to become acquainted with other interviewer's opinions about the importance, favorability, and relative frequency of 310 characteristics of job applicants, 180 things that applicants might say, and 240 impressions that applicants might create. It is suggested that this wealth of information could be profitably used in training new interviewers, or in retraining older ones.

We invite employment interviewers to use the *Checklists* as a regular part of their standard interviewing procedures. The *Checklists* can play an important part in a selection program, especially in situations where job applicants are interviewed more than once.

Chapter 3

Procedures

This chapter describes procedures used for the development and preliminary screening of the item pool, the development of questionnaires and judging instructions, and the distribution, retrieval, and processing of questionnaires.

Development of the Item Pool.

When developing a set of descriptive checklists, it is necessary that the initial item pool be as comprehensive as possible within the content domain(s) of interest, especially when there are no theories or conceptualizations to guide the development of item content. Lacking prior constraints and commitments, we searched through personality inventories, interest inventories, adjective checklists, job questionnaires, job application forms, merit rating forms, reports of job analyses, and other descriptive item pools, as shown in Table 1.

Table 1

Sources of descriptive statements in the initial item pool.

- Personality Inventories
  - Minnesota Multiphasic Personality Inventory
  - California Psychological Inventory
  - Guilford-Zimmerman Temperament Survey
- Vocational Interest Inventories
  - Strong Vocational Interest Blank
  - Kuder Preference Record
  - Minnesota Vocational Interest Inventory
- Adjective Checklists
  - Gough Adjective Checklist (Gough, 1955)
  - Dunnette Adjective Checklist (Kirchner and Dunnette, 1958)
- Job Inventories
  - Minnesota Importance Questionnaire (Weiss, *et al.*, 1964a)
  - Minnesota Satisfaction Questionnaire (Weiss, *et al.*, 1964b)
- Job Application Forms
- Merit Rating Forms
- Job Analyses
- Other Item Pools
  - Meehl, 1962; Carlson, 1966; Webster, 1964; and Endicott, 1961

These sources, plus interviews with 11 civil service personnel interviewers, stimulated the writing of about 1200 descriptive items, some of which were borrowed intact from these sources, some which were borrowed with adaptations (especially from Carlson's pool for life insurance agents), and some which were genuine creative products.

Believing that we had developed an item pool which was sufficiently comprehensive to cover every relevant characteristic of job applicants, we attempted to reduce the size of the pool to make it more manageable. The staff screened the entire 1200 items several times, with the objectives of eliminating 1) content duplication and overlap, 2) ambiguous items, 3) presumably objectionable items, and 4) presumably irrelevant items. Seven-hundred and thirty items survived these screenings, an item pool considerably larger than the initially expected pool of about 400-500 items. The surviving items represented specific applicant characteristics, things applicants say, and impressions applicants create.

Preparation of Questionnaires.

From the outset we intended that groups of employment interviewers would furnish the judgments upon which the final selection of items for the *Checklists* would be based. While it might have been possible to persuade interviewers to judge 400 items, it was unreasonable to expect anyone to struggle through 730 items. But rather than reduce the size of the item pool on the basis of staff judgments, it was decided to divide the pool into several parallel groups of items, each presented as a separate questionnaire to independent groups of interviewers.

Four parallel questionnaires, each containing 250 items, were developed from the pool of 730 items. Several considerations guided the development of these four forms. First, it seemed that a questionnaire length of 250 items was optimal (being neither so long as to produce exhaustion nor so short as to waste manpower). Second, it was desired to have large samples of interviewers judge each item, but every division of the item pool results in an increase in the total number of interviewers needed to complete questionnaires. To insure that a large sample would judge at least some of the items, a set of 90 items was repeated in each of the forms, and thus, four forms were developed. Third, it was desired to make the questionnaires as equivalent as possible by use of two procedures: The 90 common items were arranged to follow the instructions in each of the three major sections of the questionnaire so that warm-up and order effects would be equated for all samples, and the complete 730 item pool was sorted (by Hakel) into the content categories shown in Table 2, and then the items in each category were divided evenly among the four forms. Table 32 in the appendix gives the identification numbers of the items assigned to each category.

Kinds of Judgments.

We identified three major attributes of descriptive items which we wished to use as control variables in the selection of items for the *Checklists:* The favorability (or desirability) of the content, the relative frequency with which that item occurs among applicants (base rate), and the importance (relevance) of that item in reaching selection decisions. Each of these variables influences the interpretations that can be made of post-interview descriptions of job applicants.

Favorability. One criticism which has been made of post-interview descriptive checklists is that they are especially susceptible to response sets. It has been suggested that, in the sequence of post-interview events, interviewers first decide to accept or to reject the applicant and then fill-in checklists so as to justify the prior decision. Applicants who are accepted are described indiscriminately in favorable terms, and rejected applicants are described wholesale in unfavorable terms. If the items in a checklist are of known levels of favorability, this response set explanation of interviewer's post-interview rating behavior can be evaluated. To permit the construc-

Table 2

Summary of descriptive statement content, number of items in each category and sample items.

I. APPLICANT CHARACTERISTICS

Number of Items	Category	Sample Item
21	Family	Has been married ten years
12	Family background	Comes from a lower class family
15	Residence & Transportation	Owns his home
4	Social & Civic	Active in one outside group
7	Finances	Is in heavy debt
31	Previous jobs	Has never supervised others' work
6	Military service	Served as an officer in the Armed Forces
33	Education	Had an "A" average in high school
25	Skills & Abilities	Has average intelligence test scores
10	Special qualifications	Is seeking part-time employment
36	Speech	Mumbled
12	Questions asked	Asked about retirement benefits
42	Behavior during interview	Slouched in chair
29	Personal appearance	Has bad breath
27	Age, height, weight, sex	Is about 35 years old
310		

II. THINGS THE APPLICANT SAID

Number of Items	Category	Sample Item
24	Work, this instance	Says he is satisfied with the pay on his present job
43	Work, preferences & opinions	Says he likes writing reports
35	Self description, traits	Says he is very dependable
24	Characteristic behaviors	Says he does not drink
16	Outside activities	Says he entertains others frequently
29	Personal relations	Says he sometimes becomes irritated at other people
4	Family	Says he is unhappy in his marriage
5	Education, Military & Finances	Says he liked the Army
180		

III. IMPRESSIONS THE APPLICANT CREATED

Number of Items	Category	Sample Item
17	Expectations	Would give in to avoid controversy
123	Descriptive phrases	Sensitive to other's needs
100	Adjectives	Nosey
240		
730		

tion of checklists of known favorability, instructions were written and tested which provided the respondent with a set to judge the favorability (desirability) of each of the 250 items in his questionnaire. These instructions are reproduced in the appendix, pp. 239-241.

Frequency. The probability of endorsement of a particular item for a given applicant will depend in part on the relative frequency of the characteristic portrayed by the item in the population of job applicants. Items which have low base rates in the population will seldom be endorsed for individuals, while high base rate items will be endorsed as descriptive of nearly everyone. To guard against the "Barnum effect" (Meehl, 1956) and the artifacts it produces in the analysis of descriptions, instructions were written and tested which provided the respondent with the task of estimating the frequency with which the 250 items in his questionnaire occur among job applicants he interviews. These instructions are reproduced in the appendix, pp. 241-243.

Importance. The relevance or importance of an item might be best defined in terms of its relative weight in an equation developed to predict accept/reject decisions. To enable us to construct checklists of maximum relevance, we asked interviewers to judge items on the basis of whether the characteristics portrayed by those items would influence, either positively or negatively, their decisions about job applicants. The instructions ask the respondent to identify those items which were critical to, or which would "make a difference" in, his decision making about job applicants. These judgments are used to exclude irrelevant items from the *Checklists.* The instructions for judging relevance are reproduced in the appendix, pp. 243-245.

Since there were three kinds of judgments to be made for each of four forms, 12 different questionnaires were developed.

The first page of each questionnaire provided background information on the research project and on the questionnaire itself. This introductory page was followed by a two page section requesting about 100 items of background information concerning the respondent and his organization. These three pages are reproduced in the appendix, pp. 236-238. The fourth page of the questionnaire presented the appropriate set of judging instructions for the first group of 100 items, those reflecting applicant characteristics. For the favorability and base rate judgments, the 100 items were presented 10 to a page; for the relevance judgment, the items were presented 20 to a page. A second page of judging instructions was followed by 60 phrases representing things the applicant said, and a final page of instructions was followed by 90 items portraying impressions the applicant created. The questionnaires looked quite bulky since they contained 31 (favorability and base rate) or 19 (relevance) pages.

Questionnaire Distribution and Return.

The favorability, base rate, and relevance of any particular item are likely to fluctuate from one occupation to the next: Having two years of college might be favorable for a clerk-typist, but it would be unfavorable for a chemical engineer. Relatively more management trainees than secretaries will need shaves. Shyness should be less important among engineers than among sales people. Since each of these attributes of the items may vary from job to job, and since there were 12 different questionnaires, we needed an extensive sample.

Our sample of respondents was recruited from two major sources. First, we prevailed upon the good nature of about 100 professional colleagues to find people in their organizations who would complete questionnaires and to provide us with names of people in other organizations whom we could contact regarding participation. Second, the Executive Committee and the Research Committee of the American Society for Personnel Administration became interested in this project, and they canvassed their membership of 4000 personnel administrators to find people who were willing to complete questionnaires. Tables 3 and 4 summarize our experience with these sources.

Table 3

Distribution and return of questionnaires.

	Source of Respondents		
	Professional Contacts	ASPA Members	Total
Number requested	2420	3794	6214
Number sent	2420	3434*	5854
Number returned	1395	1721	3116
Number useable	1177	1627	2804
Percent returned	58%	50%	53%
Percent useable	48%	47%	48%

*Requests for 360 questionnaires could not be honored because our supply ran short.

Table 4

Number sent	Professional Contacts		ASPA Members	
	No. of Requestors	% Returned	No. of Requestors	% Returned
1	17	65%	414	68%
2	9	78	435	47
3	10	67	149	51
4	12	60	83	48
5	2	100	60	45
6	6	56	38	45
7	5	71	7	53
8	4	59	8	36
9	0	—	1	56
10	1	70	27	33
11	0	—	0	—
12	3	78	6	47
13	1	69	1	46
14	2	46	1	57
15	1	73	6	30
16	2	41	0	—
17	1	71	0	—
18	1	100	0	—
19	1	79	0	—
20	0	—	8	28
24	0	—	1	00
25	4	84	2	22
27	1	74	1	56
32	1	34	0	—
33	0	—	1	00
34	1	26	0	—
40	0	—	1	00
46	0	—	1	00
51	1	59	0	—
77	1	64	0	—
85	1	00	0	—
88	1	74	0	—
450	2	30	0	—
600	1	59	0	—

Considering that each questionnaire asked for about 100 items of background information and judgments of 250 descriptive items, and that it took the respondent about an hour to provide this information, we were gratified by the overall return rate of 53% and the overall useability rate of 48%.

Processing Returned Questionnaires.

At the conclusion of our follow-up efforts, 3,116 questionnaires had been returned. After about 1,000 questionnaires had been returned, we decided to separate the questionnaires into 10 occupational categories:

Management Trainee
Other Managerial Jobs
Engineering Jobs
Other Technical & Scientific Jobs
Secretary
Clerk-Typist
Other Clerical Jobs
All Sales Jobs
All Blue Collar Jobs
Other Jobs

These categories were developed from analyses of returned questionnaires. At the outset we had hoped that enough questionnaires would be returned so that we could develop separate categories for industrial sales, retail sales, and insurance sales, but all sales jobs had to be combined. We had also hoped to have a category for nursing jobs, but returns for nurses were too light. Fortunately, returns for other occupations were heavier.

Following the establishment of this code for the job context in which the questionnaire was completed, identification numbers and codes were assigned to the returned questionnaires. These codes and the biographical information about the respondent and his judgments of the items were key punched and verified, and means and standard deviations of the favorability, base rate, and relevance judgments were computed for each item in 7 occupational categories where there were enough returned questionnaires to warrant analysis: Management Trainee, Management in General, Engineering Jobs, Secretary, Clerk-Typist, Sales in General, and All Blue Collar Jobs. The results for these 7 groups are reported in the next 7 chapters.

Chapter 4

Management Trainee Item Statistics and Checklist

The management trainee category is composed of entry level management jobs in businesses and other organizations. While some specialization of traineeships was noted (such as personnel management trainee, sales management trainee, and production management trainee), over 90% of the 361 useable questionnaires were simply designated for the job title of management trainee.

Some characteristics of the 361 respondents are shown in Table 5.

Table 5
Some characteristics of the 361 respondents who completed questionnaires in the job context of management trainee.

Characteristic	Number	Percent
Sex		
Male	339	94%
Female	22	6
Job Title		
Interviewer, 25% time or less	11	3
Interviewer, 26% time or more	20	6
Assistant, 25% time or less	30	8
Assistant, 26% time or more	26	7
Manager of division in personnel	86	24
Executive of personnel department	118	33
Other positions in personnel	24	7
Supervisor of ____________, not in Personnel	10	3
Manager of ____________, not in Personnel	13	4
Other positions not in personnel Dept.	23	6
Type of Organization		
Bank & Trust Companies	65	18
Government Offices	17	5
Insurance Companies	61	17
Industrial Manufacturing	93	26
Consumer goods manufacturing	25	7
Oil Companies	16	4
Research Organizations	2	1
Service/Sales	73	20
Telephone Companies	6	2
Others (including schools)	3	1
Respondent's Education		
No answer	5	1
Elementary (grades 1-8)	0	0
Some Secondary (grades 9-11)	1	1
Completed Secondary (grade 12)	17	5
Some College	47	13
Undergraduate degree (B.S. or B.A.)	191	53
Some graduate work	36	10
M.A. degree	59	16
Work beyond M.A.	1	1
Ph.D. degree	4	1

Estimated number of interviews in last year

	Number	Percent
Under 50	49	14
50-99	46	13
100-199	59	16
200-299	49	14
300-399	37	10
400-599	50	14
600-799	14	4
800-999	23	6
1000-1999	24	7
2000 or more	10	3
Do you use an interview guide?		
No	237	66
Yes	100	27
No answer	24	7
Have you ever held this position (management trainee)?		
No	167	46
Yes	182	50
No answer	12	4
What opportunities for interviewing training have you had?		
No special opportunities, just practical experience	85	24
On-the-job training	282	78
Workshops and seminars	258	71
Formal courses	154	43

The respondents were asked to estimate the average length of their interviews with management trainees. The median estimated length was 35 minutes, with a range from 10 minutes to 4 or 5 hours.

The respondents also estimated the proportion of management trainee applicants who are hired by their organizations. The median estimated selection ratio was 15% hired, and the first quartile was 10% and the third quartile was 30%.

The median reported years of interviewing experience was 5 years with a range from 3 months or less to 35 years.

The respondents' median age was 36, with the range extending from 21 to 65.

Table 6 presents the item statistics (mean, standard deviation, and N) for the favorability, frequency (base rate), and importance (relevance) judgments of the full pool of 730 items. Favorability was judged on a 7-point scale, with 1.00 anchoring the unfavorable end of the continuum and 7.00 anchoring the favorable end. Frequency was judged on a 7-point scale with 1.00 defining rare (or impossible) events and 7.00 defining highly frequent (or certain) ones. Mean ratings for importance could range from 1.00 (important) to 2.00 (unimportant or irrelevant). Decimal points have been omitted from Table 6.

Table 6

Summary statistics for the Management Trainee category. Favorability and frequency (base rate) are reported on 7-point scales with 1.00 denoting low favorability or frequency. Importance (relevance) is reported on a 2-point scale with 1.00 denoting high importance. Decimal points have been omitted.

TABLE 6. SUMMARY STATISTICS FOR MANAGEMENT TRAINEE

No.	Item	FAVORABILITY			FREQUENCY			IMPORTANCE		
		Mean	SD	N	Mean	SD	N	Mean	SD	N
1.	Grew up in a large city	425	81	147	397	130	119	185	36	92
2.	Grew up in a predominantly rural or farming area	412	88	147	308	119	119	183	38	92
3.	Has traveled extensively	482	93	147	261	78	119	169	46	91
4.	Was active in many groups in high school	576	78	147	432	108	119	123	42	95
5.	Had no outside activities in college	242	86	147	221	92	119	116	37	93
6.	Worked his way through college—earned all his expenses	587	86	147	304	114	119	120	40	94
7.	Was drafted into the service	426	82	147	313	114	119	175	43	91
8.	Has been married two years	486	94	147	296	110	119	150	50	92
9.	Just moved to this community	379	70	147	267	122	119	162	49	91
10.	Is currently using vacation time to seek a new job	465	101	147	207	79	119	158	49	92
11.	Made good use of his chances for advancement	621	63	147	401	136	119	107	26	95
12.	Has held jobs involving supervisory responsibilities	601	91	147	261	101	119	116	36	95
13.	Has been employed by a competing firm	464	115	147	220	94	119	143	50	92
14.	Is currently receiving unemployment compensation	239	105	147	119	44	119	135	48	95
15.	Has a record of special achievement and outstanding reward in his work	648	65	147	318	120	119	106	24	95
16.	Has been on present job six months or less	292	98	147	270	121	119	123	42	94
17.	Has held a great many jobs, each for a short time	152	86	147	217	103	119	107	26	95
18.	Asked how much his pay would be	414	111	147	393	160	119	159	49	93
19.	Scored high on all screening tests	592	73	147	419	142	119	116	36	95
20.	Didn't say much—limited his answers to simple yes and no replies	199	82	147	216	65	119	103	17	95
21.	Looked down and/or away while talking or listening	222	81	147	224	70	119	113	33	94
22.	Kept the conversation going	551	74	147	413	123	119	120	40	95
23.	His self-expression is natural and spontaneous	615	63	147	427	103	119	102	14	95
24.	Smiled frequently	528	84	147	409	114	119	143	50	93
25.	Expressed his ideas well	641	59	147	434	96	119	100	0	94
26.	Appeared ill-at-ease during the entire interview	242	93	147	243	73	119	106	24	94
27.	Frequently used slang	243	89	147	229	82	119	118	39	93
28.	Frequently adjusted his position in the chair when talking to you	327	79	147	264	90	119	155	50	91
29.	Was appropriately dressed	569	71	147	600	58	119	106	24	95
30.	Was sloppily dressed	170	66	147	185	64	119	103	18	94

TABLE 6. SUMMARY STATISTICS FOR MANAGEMENT TRAINEE (continued)

No.	Item	FAVORABILITY			FREQUENCY			IMPORTANCE		
		Mean	SD	N	Mean	SD	N	Mean	SD	N
31.	Is single	385	48	59	392	112	39	181	40	36
32.	Is separated from spouse	278	86	59	164	58	39	139	49	36
33.	Has been married ten years	476	124	59	162	66	39	161	49	36
34.	Got married while attending college	425	77	59	295	75	39	175	43	36
35.	Spouse is a high school graduate	429	76	59	618	111	39	167	47	36
36.	Has lived in the community for two years	483	78	59	349	134	39	168	47	37
37.	Comes from a lower class family	400	37	59	236	70	39	181	40	36
38.	Plans to use public transportation to work and lives a long way off	302	97	59	187	97	39	147	50	36
39.	Does not own a car	334	95	59	210	103	39	161	49	36
40.	Owns his home	507	84	59	246	98	39	172	45	36
41.	Lives in an upper class neighborhood	451	93	59	272	111	39	172	45	36
42.	Presently active in no outside civic groups (fraternal, political, etc.)	320	78	59	297	137	39	142	49	36
43.	Is in heavy debt	188	104	59	192	76	39	100	0	36
44.	Has a savings account	493	66	59	423	158	39	167	47	36
45.	Has never had a permanent job before (just part time ones)	376	77	59	367	138	39	158	49	36
46.	Has never supervised others' work	369	72	59	438	135	39	156	50	36
47.	Has received many large raises on previous jobs	485	126	59	205	60	39	139	49	36
48.	Has collected unemployment compensation once in his lifetime	358	79	59	174	74	39	169	46	36
49.	Has been on his present job three years	512	90	59	226	71	39	133	47	36
50.	Held three or more jobs in the past four years	251	91	59	195	85	39	114	35	36
51.	Served as an officer in armed forces	536	82	59	295	75	39	144	50	36
52.	Had an "A" average in high school	578	67	59	238	95	39	136	48	36
53.	Graduated from a vocational skills program in high school	369	105	59	159	59	39	161	49	36
54.	Had a "C" average in college	380	105	59	349	117	39	131	46	36
55.	Attended a college which has an excellent scholastic reputation	556	81	59	390	108	39	128	45	36
56.	Has had some college	383	177	59	572	181	39	111	31	36
57.	Is a college graduate	598	91	59	595	115	39	103	16	37
58.	Earned about ¼ of his expenses while at school	493	73	59	415	129	39	132	47	37
59.	Has average intelligence	414	119	59	469	164	39	111	31	37
60.	Made grammatical errors on the application form	220	68	59	218	64	39	108	28	36

TABLE 6. SUMMARY STATISTICS FOR MANAGEMENT TRAINEE (continued)

No. Item	FAVORABILITY			FREQUENCY			IMPORTANCE		
	Mean	SD	N	Mean	SD	N	Mean	SD	N
61. Asked same question over, or asked question already answered	273	90	59	218	75	39	111	31	36
62. Gave long, drawn out answers	259	78	59	251	59	39	111	31	36
63. Forgot what he was talking about	214	83	59	179	69	39	108	28	36
64. Intends to make a career with the company	542	129	59	526	130	39	127	44	37
65. Mumbled	212	83	59	182	59	39	100	0	36
66. Spoke loudly	303	94	59	254	90	39	142	49	36
67. Has a deep voice	419	43	59	277	105	39	189	31	36
68. Spoke at a normal speed	507	86	59	531	96	39	154	50	37
69. Talked too slowly	317	72	59	205	45	39	136	48	36
70. Diction was precise	512	85	59	395	136	39	139	49	36
71. Spoke melodiously	393	92	59	231	94	39	161	49	36
72. Frequently slurred words	276	72	59	213	61	39	108	28	36
73. Paused before answering questions—appeared to be thinking out answer	505	89	59	387	102	39	131	46	36
74. Uses dramatic and intense words to describe everyday activities	337	97	59	236	73	39	139	49	36
75. Asked about retirement benefits	408	103	59	246	90	39	158	49	36
76. Asked to meet his potential supervisor	539	80	59	236	149	39	125	43	36
77. Asked about company training programs	576	67	59	544	141	39	114	34	37
78. Gave vague, general answers to most questions	236	71	59	264	83	39	100	0	36
79. Interrupted you while you were speaking	276	100	59	205	45	39	117	37	36
80. Frowns frequently	288	92	59	200	45	39	139	49	36
81. Frequently runs fingers through hair	281	89	59	179	56	39	147	50	36
82. Chewed nails during the interview	175	75	59	133	47	39	111	31	36
83. Has firm handshake	514	81	59	536	86	39	138	48	37
84. Crossed and uncrossed legs often	356	56	59	246	75	39	167	47	36
85. Slouched in chair	253	72	59	226	67	39	122	42	36
86. Appeared edgy and nervous throughout the entire interview	253	72	59	223	70	39	131	46	36
87. Smokes	378	67	59	362	100	39	197	16	36
88. Was well groomed	585	63	59	572	78	39	111	31	37
89. Has a large nose	402	22	59	231	72	39	197	16	36
90. Has a medium build	412	42	59	438	103	39	194	23	36

TABLE 6. SUMMARY STATISTICS FOR MANAGEMENT TRAINEE (continued)

		FAVORABILITY			FREQUENCY			IMPORTANCE		
No.	Item	Mean	SD	N	Mean	SD	N	Mean	SD	N
91.	Has a good complexion	461	71	59	554	71	39	168	47	37
92.	Has bad breath	249	81	59	149	50	39	131	46	36
93.	Bald	390	30	59	182	67	39	192	28	36
94.	Needs a shave	183	72	59	133	47	39	106	23	36
95.	Is about 5 feet 6 inches tall	381	50	59	241	74	39	186	35	36
96.	Is about 6 feet 6 inches tall	393	55	59	177	48	39	183	37	36
97.	Markedly underweight	308	70	59	174	54	39	144	50	36
98.	Weighs about 175 lbs.	431	64	59	379	97	39	189	31	37
99.	Is about 19 years old	264	105	59	141	54	39	128	45	36
100.	Is about 35 years old	319	131	59	190	67	39	133	47	36
101.	Is engaged to be married	436	48	11	333	143	12	171	45	7
102.	Is divorced	345	66	11	183	69	12	129	45	7
103.	Has been married five years	509	100	11	250	87	12	157	49	7
104.	Has no children	391	29	11	392	138	12	200	0	7
105.	Spouse is a college graduate	500	95	11	317	114	12	157	49	7
106.	Has lived in the community all his life	491	90	11	308	86	12	186	35	7
107.	Comes from a well-to-do family	436	64	11	333	103	12	200	0	7
108.	Plans to ride in a car pool	345	89	11	183	107	12	171	45	7
109.	Owns a car	473	75	11	550	138	12	171	45	7
110.	Rents a house	409	29	11	392	171	12	200	0	7
111.	Recently purchased a new home	436	77	11	217	55	12	171	45	7
112.	Is presently active in one outside group (civic, fraternal, political)	527	62	11	392	126	12	129	45	7
113.	Has a poor credit rating	191	90	11	150	50	12	100	0	7
114.	Has no savings account, spends what he earns	300	113	11	317	140	12	171	45	7
115.	Has changed jobs many times	173	75	11	217	55	12	114	35	7
116.	Previous employer gave him a good reference	564	77	11	567	118	12	129	45	7
117.	Has increased his monthly pay through one of his last job changes	545	50	11	458	189	12	114	35	7
118.	Is currently employed and is looking for a new job	464	64	11	383	114	12	143	49	7
119.	Is currently employed and is looking for an additional (part time) job	236	149	11	150	65	12	129	45	7
120.	Has served in the armed services	536	107	11	400	100	12	100	0	7

TABLE 6. SUMMARY STATISTICS FOR MANAGEMENT TRAINEE (continued)

No. Item	FAVORABILITY			FREQUENCY			IMPORTANCE		
	Mean	SD	N	Mean	SD	N	Mean	SD	N
121. Had a "D" average in high school	191	67	11	150	50	12	114	35	7
122. Had no outside activities in high school	282	83	11	208	28	12	129	45	7
123. Is a high school graduate—no college	182	111	11	275	196	12	114	35	7
124. Had a "B" average in college	582	57	11	350	126	12	114	35	7
125. Was active in several groups while attending college	564	64	11	408	76	12	129	45	7
126. Has had one year of college	255	183	11	325	220	12	129	45	7
127. Has a Master's degree	600	74	11	275	101	12	129	45	7
128. Earned half of his school expenses	536	48	11	350	150	12	129	45	7
129. Takes shorthand	400	128	11	125	43	12	200	0	7
130. Misspelled words on the application form	173	75	11	225	72	12	129	45	7
131. Drew from a large vocabulary when speaking	564	64	11	350	87	12	114	35	7
132. Was to-the-point, gave short answers	491	108	11	325	83	12	114	35	7
133. Lost his train of thought while talking	218	39	11	208	49	12	100	0	7
134. Has a police record	191	100	11	158	49	12	114	35	7
135. Has an accent	355	50	11	208	49	12	157	49	7
136. Spoke too softly—was hard to hear	273	45	11	217	55	12	100	0	7
137. Has a high pitched voice	282	72	11	242	119	12	171	45	7
138. Talked too fast	300	60	11	208	49	12	129	45	7
139. Is articulate	591	67	11	367	85	12	100	0	7
140. Drawled	327	86	11	267	62	12	143	49	7
141. Spoke in a monotone	255	78	11	200	58	12	143	49	7
142. Voice seemed strained	282	94	11	217	37	12	157	49	7
143. Used impersonal, unemotional language in talking about himself	318	127	11	242	86	12	114	35	7
144. Cursed—used profanity	136	64	11	150	50	12	114	35	7
145. Asked about his potential co-workers	545	78	11	283	121	12	129	45	7
146. Asked about fringe benefits	518	94	11	408	126	12	114	35	7
147. Asked questions about the job duties of the position he is seeking	655	50	11	533	118	12	100	0	7
148. Gave curved answers to straight questions	218	72	11	233	103	12	100	0	7
149. Blushed often during the interview	300	95	11	200	71	12	186	35	7
150. Chewed gum	145	78	11	158	49	12	114	35	7

TABLE 6. SUMMARY STATISTICS FOR MANAGEMENT TRAINEE (continued)

No. Item	FAVORABILITY			FREQUENCY			IMPORTANCE		
	Mean	SD	N	Mean	SD	N	Mean	SD	N
151. Rubbed hand over mouth often	291	67	11	217	55	12	143	49	7
152. Looked you in the eye	555	66	11	483	152	12	100	0	7
153. Has an expressive face	527	75	11	475	123	12	129	45	7
154. Placed elbow on desk	355	50	11	292	155	12	200	0	7
155. Gripped armrests tightly or ran hands along them nervously	309	51	11	258	111	12	143	49	7
156. Appeared calm and relaxed throughout the entire interview	545	78	11	442	171	12	100	0	7
157. Smoked a lot	355	50	11	275	123	12	143	49	7
158. Wears rings—other than a wedding band	391	29	11	408	119	12	171	45	7
159. Is physically handicapped	345	89	11	175	60	12	171	45	7
160. Has buck teeth	364	48	11	167	47	12	200	0	7
161. Wears white socks with a dark suit	255	116	11	167	62	12	157	49	7
162. Has a poor complexion	291	79	11	208	64	12	186	35	7
163. Has chewed fingernails	273	86	11	217	69	12	157	49	7
164. Has dandruff	300	85	11	233	75	12	157	49	7
165. Is less than 5 feet tall	300	113	11	133	47	12	129	45	7
166. Is about 5 feet 9 inches tall	436	64	11	408	95	12	186	35	7
167. Weighs about 100 lbs.	245	89	11	150	76	12	143	49	7
168. Weighs about 200 lbs.	391	67	11	342	95	12	200	0	7
169. Is 21 years old	482	83	11	492	144	12	157	49	7
170. Is about 40 years old	200	113	11	200	71	12	100	0	7
171. Is married	463	88	41	410	130	30	176	42	17
172. Has been divorced and is now married	376	82	41	173	85	30	188	32	17
173. Just married	422	78	41	273	77	30	188	32	17
174. Has two dependent children	459	99	41	237	87	30	171	46	17
175. Spouse works full time	388	67	41	307	129	30	182	38	17
176. Comes from a small family	393	41	41	363	84	30	200	0	17
177. Has lived in many areas of the country	415	95	41	210	54	30	182	38	17
178. Has dependable transportation available for getting to work	507	89	41	617	82	30	147	50	17
179. Has two cars	415	68	41	223	105	30	200	0	17
180. Lives close to work	451	86	41	353	143	30	188	32	17

TABLE 6. SUMMARY STATISTICS FOR MANAGEMENT TRAINEE (continued)

No. Item	FAVORABILITY			FREQUENCY			IMPORTANCE		
	Mean	SD	N	Mean	SD	N	Mean	SD	N
181. Lives in a lower class neighborhood	376	69	41	203	66	30	182	38	17
182. Presently active in an outside group (civic, fraternal, political, etc.)	549	74	41	380	130	30	135	48	17
183. Has a good credit rating	576	88	41	543	115	30	106	24	17
184. Is now a teacher	407	78	41	183	58	30	188	32	17
185. Has been employed in a wide variety of positions	361	150	41	227	85	30	147	50	17
186. Most recent employer gave him a bad reference	220	80	41	150	56	30	106	24	17
187. Has taken a pay cut on one of his last jobs	312	94	41	157	62	30	135	48	17
188. Is currently unemployed and worked for past employer less than one year	283	112	41	197	98	30	129	46	17
189. Has been on present job one year	395	79	41	280	125	30	176	42	17
190. Discharged from the service as a private—no promotions	295	96	41	153	67	30	147	50	17
191. Had a "C" average in high school	349	80	41	310	114	30	165	48	17
192. Was president of senior class in high school	580	67	41	217	69	30	129	46	17
193. Worked while in high school	524	96	41	363	138	30	129	46	17
194. Had an "A" average in college	593	111	41	180	60	30	124	42	17
195. Is attending evening classes	568	68	41	263	95	30	112	32	17
196. Has had two years of college	322	162	41	403	202	30	124	42	17
197. Has a Ph.D. degree	285	192	41	123	50	30	141	49	17
198. Earned 75 percent of his expenses while at school	571	83	41	293	100	30	118	38	17
199. Knows how to type	429	55	41	323	115	30	200	0	17
200. Followed directions when filling out application form	527	77	41	577	109	30	129	46	17
201. Used many big words	371	80	41	257	92	30	171	46	17
202. Explains things in unnecessary detail	285	84	41	243	56	30	124	42	17
203. Asked clear questions, it is easy to tell what he wants to know	602	52	41	493	96	30	106	24	17
204. Is over-qualified for the job he's being interviewed for	239	117	41	230	74	30	106	24	17
205. Spoke forcefully	546	91	41	360	108	30	106	24	17
206. Voice carries well	541	83	41	447	118	30	124	42	17
207. Voice had normal pitch	512	94	41	500	121	30	112	32	17
208. Spoke with a slow, steady pace	424	128	41	350	136	30	165	48	17
209. Speech was concise	532	97	41	417	121	30	112	32	17
210. Stuttered	266	95	41	160	55	30	124	42	17

TABLE 6. SUMMARY STATISTICS FOR MANAGEMENT TRAINEE (continued)

No.	Item	FAVORABILITY			FREQUENCY			IMPORTANCE		
		Mean	SD	N	Mean	SD	N	Mean	SD	N
211.	Talked out of the side of his mouth	256	83	41	143	56	30	135	48	17
212.	Cleared his throat several times	356	77	41	237	75	30	188	32	17
213.	Uses phrases like—do you understand, know what I mean, is that clear	285	93	41	223	99	30	150	50	16
214.	Asked about promotion possibilities	554	83	41	553	120	30	141	49	17
215.	Asked about working conditions	520	104	41	390	149	30	141	49	17
216.	Pressed for details about the job	534	118	41	423	131	30	135	48	17
217.	Applicant has a rapid tempo—responds, speaks, and moves at a fast rate	459	117	41	310	87	30	129	46	17
218.	Laughed a lot	385	107	41	250	72	30	176	42	17
219.	Kept his mouth open when not talking	298	90	41	173	51	30	147	50	17
220.	Blinks a lot	320	80	41	167	60	30	153	50	17
221.	Sat with hands behind head	227	88	41	133	70	30	141	49	17
222.	Used his hands while talking (gesture)	412	104	41	337	98	30	176	42	17
223.	Awkward, bodily postures and movements lack grace and ease	320	71	41	220	48	30	141	49	17
224.	Sat rigidly upright in chair	337	69	41	227	68	30	165	48	17
225.	Tapped foot nervously	283	76	41	160	61	30	159	49	17
226.	Smokes while talking to you	376	62	41	327	118	30	188	32	17
227.	Listened attentively	566	65	41	517	90	30	100	0	17
228.	Flamboyant in personal attire	278	92	41	210	65	30	112	32	17
229.	Medical records and his appearance indicate he is in excellent health	590	69	41	583	58	30	106	24	17
230.	Has a crew cut	427	63	41	267	104	30	194	24	17
231.	Was over dressed	305	58	41	183	78	30	138	48	16
232.	There was lint on his clothes	344	70	41	190	79	30	165	48	17
233.	Has long hair	259	110	41	197	75	30	135	48	17
234.	Wears a beard	217	108	41	113	34	30	124	42	17
235.	Is about 5 feet tall	327	115	41	153	72	30	171	46	17
236.	Is about 6 feet tall	463	85	41	463	111	30	182	38	17
237.	Weighs about 125 lbs.	337	90	41	200	77	30	171	46	17
238.	Weighs about 225 lbs.	378	105	41	220	70	30	171	46	17
239.	Is about 25 years old	500	96	41	463	120	30	141	49	17
240.	Is about 45 years old	239	141	41	173	85	30	112	32	17

TABLE 6. SUMMARY STATISTICS FOR MANAGEMENT TRAINEE (continued)

No.	Item	FAVORABILITY Mean	FAVORABILITY SD	FAVORABILITY N	FREQUENCY Mean	FREQUENCY SD	FREQUENCY N	IMPORTANCE Mean	IMPORTANCE SD	IMPORTANCE N
241.	Is having family problems	250	101	36	187	61	38	103	17	33
242.	Is widowed	394	33	36	145	64	38	180	40	30
243.	Got married while attending high school	333	97	36	163	74	38	156	50	32
244.	Has six dependent children	369	105	36	147	60	38	139	49	33
245.	Spouse is a teacher	433	62	36	266	93	38	177	42	30
246.	Comes from a middle class family	447	73	36	492	118	38	184	37	31
247.	Comes from a broken home	378	58	36	229	65	38	150	50	32
248.	Lives in the suburbs	419	62	36	382	143	38	193	25	30
249.	Is now renting an apartment	411	39	36	366	142	38	183	37	30
250.	Lives in a middle class neighborhood	433	58	36	487	103	38	183	37	30
251.	Frequently entertains others in his home	450	69	36	403	118	38	177	42	31
252.	Has no outstanding debts	500	94	36	300	159	38	133	47	33
253.	Carries no life insurance	331	99	36	232	128	38	145	50	31
254.	Was fired from his last job	203	80	36	166	57	38	100	0	34
255.	Has worked in many different occupations	278	116	36	216	78	38	109	28	34
256.	Has had very few pay raises on previous jobs	283	99	36	276	129	38	118	39	33
257.	Has never collected unemployment compensation	469	88	36	529	165	38	155	50	33
258.	Is currently unemployed and worked for past employer for 3 years	361	89	36	179	69	38	118	39	33
259.	Held one job for past 4 years	472	96	36	258	109	38	106	24	34
260.	Was dishonorably discharged from the army	161	128	36	139	93	38	100	0	34
261.	Had a "B" average in high school	544	90	36	432	113	38	148	50	33
262.	Dropped out of high school	169	91	36	129	56	38	112	32	34
263.	Had a "D" average in college work	189	91	36	163	74	38	112	32	34
264.	Attended a college which has a poor scholastic reputation	281	91	36	195	79	38	137	48	30
265.	Graduated from technical or vocational school after high school	350	169	36	221	117	38	123	42	31
266.	Has had three years of college	325	169	36	316	183	38	119	39	32
267.	Earned none of his expenses while at school	358	86	36	216	71	38	141	49	32
268.	Hasn't been in the armed services	333	82	36	342	127	38	129	46	34
269.	Did a sloppy job of completing the application form	239	86	36	242	85	38	103	17	33
270.	Expressed thoughts clearly and distinctly	608	64	36	450	112	38	103	17	34

TABLE 6. SUMMARY STATISTICS FOR MANAGEMENT TRAINEE (continued)

No.	Item	FAVORABILITY			FREQUENCY			IMPORTANCE		
		Mean	SD	N	Mean	SD	N	Mean	SD	N
271.	Speech was grammatically precise	539	92	36	416	120	38	118	38	34
272.	Used inappropriate words	264	71	36	274	91	38	106	24	34
273.	Is seeking part-time employment	194	120	36	171	105	38	106	25	31
274.	Friend or relative employed by company told about employment opportunity	456	90	36	300	105	38	150	50	32
275.	Came for interview, result of special recruiting campaign by company	489	97	36	387	156	38	159	49	32
276.	Was referred by the state employment service	389	81	36	195	92	38	168	47	31
277.	Was referred by the placement office at the school he attended	500	85	36	324	142	38	158	49	31
278.	Was referred by a private employment agency	428	104	36	271	141	38	153	50	30
279.	Saw an ad in the newspaper and came in for an interview	456	72	36	274	116	38	165	48	31
280.	Waits a few seconds before answering questions	433	108	36	287	66	38	150	50	32
281.	Speech was abrupt and halting	272	77	36	203	36	38	109	29	33
282.	Interjected many um's, ah's, or uh's	264	85	36	253	79	38	115	36	33
283.	Applicant's speech is cautious—indicates doubt using perhaps, I think	275	89	36	258	54	38	113	34	31
284.	Asked about his potential supervision	483	107	36	321	144	38	116	36	32
285.	Asked about vacations	394	100	36	239	116	38	158	49	31
286.	Gave an evasive and vague answer when asked why he left his last job	206	81	36	211	64	38	100	0	34
287.	Smiles with mouth only—the rest of face (especially eyes) unsmiling	308	95	36	211	60	38	150	50	32
288.	Squints	342	79	36	200	46	38	165	48	31
289.	Picked his nose	206	100	36	113	34	38	109	28	34
290.	Has a weak handshake	283	93	36	263	70	38	144	50	32
291.	Manipulation of small objects (pencil, cigarettes) tends to be clumsy	314	92	36	208	53	38	155	50	31
292.	Squirmed in chair	325	72	36	226	44	38	134	47	32
293.	Was nervous at the beginning of the interview	372	51	36	353	104	38	183	37	30
294.	Has nervous smoking habits	328	77	36	232	57	38	134	47	32
295.	Smiled in a conceited manner	314	75	36	197	43	38	136	48	33
296.	Ears stick out	394	23	36	187	57	38	194	24	32
297.	Physique appears feminine	306	85	36	189	50	38	139	49	33
298.	Needs a haircut	244	80	36	216	71	38	121	40	34
299.	Is clean shaven	500	85	36	621	73	38	113	33	32
300.	Looks tired	347	69	36	221	52	38	148	50	31

TABLE 6. SUMMARY STATISTICS FOR MANAGEMENT TRAINEE (continued)

No.	Item	FAVORABILITY			FREQUENCY			IMPORTANCE		
		Mean	SD	N	Mean	SD	N	Mean	SD	N
301.	Wears glasses	400	0	36	361	71	38	200	0	30
302.	Is about 5 feet 3 inches tall	344	64	36	192	93	38	181	40	31
303.	Is about 6 feet 3 inches tall	433	62	36	245	64	38	193	25	30
304.	Is markedly overweight	253	80	36	192	35	38	106	24	32
305.	Weighs about 150 lbs.	397	55	36	324	101	38	197	18	30
306.	Weighs about 250 lbs.	336	95	36	163	48	38	144	50	32
307.	Is about 30 years old	394	118	36	297	125	38	169	46	29
308.	Is about 55 years old	197	104	36	147	60	38	110	30	31
309.	Is a male	547	124	36	608	96	38	150	50	32
310.	Is a female	269	131	36	197	99	38	150	50	32
311.	Feels he's gotten nowhere and must change jobs now or never	344	132	147	197	79	119	110	30	93
312.	Says he dislikes routine desk jobs	452	123	147	367	147	119	116	37	94
313.	Says he can get a great deal done in a short time	510	85	147	282	114	119	126	44	93
314.	Says he does not want a job involving responsibility for others' work	192	100	147	157	69	119	102	14	95
315.	Says he wants a job where there is opportunity for promotion	577	82	147	620	72	119	111	31	94
316.	Says he needs an occasional pat-on-the-back to keep him going	394	117	147	228	119	119	130	46	92
317.	Says he prefers to work alone	227	102	147	187	62	119	105	22	95
318.	Says he is seeking higher wages	431	112	147	397	151	119	134	47	94
319.	Says he makes a principle of never taking his job home with him	285	129	147	184	79	119	121	40	92
320.	Says he has an even temperament	506	93	147	360	163	119	132	47	94
321.	Says he's inclined to be moody	239	83	147	150	58	119	108	28	95
322.	Says he's not concerned about what others think about him	254	108	147	187	75	119	107	26	94
323.	Says he is quite sure of himself	494	110	147	361	145	119	124	43	94
324.	Says he tends to act on impulse	267	89	147	187	76	119	106	24	95
325.	Says he keeps up with the current events	550	77	147	421	139	119	138	48	93
326.	Thinks most people are queer mentally, they don't like to admit it	226	99	147	122	41	119	113	33	95
327.	Says he finds a number of people hard to get along with	195	91	111	174	72	119	101	10	95
328.	Says he is unhappy in his marriage	220	95	147	140	55	119	110	30	93
329.	Most people are irrational and their opinions are likely to be worthless	146	63	147	118	43	119	102	14	95
330.	Says he can remember faces, names, and incidents better than most people	490	109	147	215	88	119	142	49	93

TABLE 6. SUMMARY STATISTICS FOR MANAGEMENT TRAINEE (continued)

No.	Item	FAVORABILITY			FREQUENCY			IMPORTANCE		
		Mean	SD	N	Mean	SD	N	Mean	SD	N
331.	Says he is satisfied with his present vocational achievements	347	118	59	259	115	39	116	37	37
332.	Says he is satisfied with the promotional opportunities on present job	373	113	59	221	72	39	130	46	37
333.	Says he's more satisfied than dissatisfied with his present job	419	123	59	262	108	39	124	43	37
334.	Says he would work hard if he got the job	507	92	59	518	166	39	143	50	37
335.	Says he is satisfied with the pay on his present job	412	90	59	256	84	39	131	46	36
336.	Says he will not work weekends	227	99	59	136	66	39	116	37	37
337.	Would like working on a commission basis—provides incentive to work hard	386	146	59	146	67	39	146	50	37
338.	Says he likes variety and change in a job	532	95	59	474	123	39	124	43	37
339.	Says he is always on time for his work	536	84	59	287	173	39	154	50	37
340.	Says he likes writing reports	508	108	59	264	121	39	132	47	37
341.	Says he likes flexible working hours	395	129	59	251	124	39	124	43	37
342.	Says he prefers to deal with people rather than things or ideas	495	140	59	451	143	39	108	27	37
343.	Says he wants a job where he can contribute to others' welfare	493	127	59	287	104	39	127	44	37
344.	Says he wishes he had more money	456	94	59	318	169	39	127	44	37
345.	Likes to do own planning, no interruptions or suggestions from others	266	84	59	190	87	39	124	43	37
346.	Says he is in excellent physical health	554	93	59	551	120	39	132	47	37
347.	Says anyone who is unemployed has only himself to blame	415	142	59	172	96	39	138	48	37
348.	Says he has more than his share of novel ideas	471	104	59	226	103	39	133	47	36
349.	Says he dislikes criticism	239	92	59	169	79	39	105	23	37
350.	Says he's a very mature person	483	99	59	326	151	39	143	50	37
351.	Says he is very dependable	525	91	59	413	152	39	143	50	37
352.	Says he is a political conservative	442	72	59	241	110	39	186	34	37
353.	Says he likes to direct others' activities	576	89	59	405	145	39	111	31	37
354.	Says he never worries about possible misfortunes	410	113	59	210	98	39	143	50	37
355.	Says he tends to be critical of others	322	112	59	203	100	39	111	31	37
356.	Says he expresses his judgments publicly regardless of criticism	310	139	59	203	105	39	111	31	37
357.	Says he prefers to deal with people rather than things	522	119	59	464	139	39	108	27	37
358.	Says he obeys all rules and regulations	456	109	59	292	169	39	143	50	37
359.	Says he likes continually changing activities	486	125	59	421	130	39	116	37	37
360.	Says he entertains in his home on average of once every 2 weeks	446	72	59	192	123	39	184	37	37

TABLE 6. SUMMARY STATISTICS FOR MANAGEMENT TRAINEE (continued)

No.	Item	FAVORABILITY			FREQUENCY			IMPORTANCE		
		Mean	SD	N	Mean	SD	N	Mean	SD	N
361.	Says he likes pets	434	60	59	231	132	39	195	23	37
362.	Says he won't discuss his finances because they are personal	349	103	59	164	83	39	157	50	37
363.	Says he doesn't drink and he doesn't think that others should	286	96	59	141	54	39	130	46	37
364.	Says everyone is basically honest	439	109	59	305	162	39	154	50	37
365.	He makes rash remarks in fun to surprise people and see what they say	258	94	59	164	70	39	114	34	37
366.	Says he sometimes becomes irritated at other people	373	112	59	231	65	39	143	50	37
367.	Says he has difficulty getting acquainted with strangers	263	71	59	187	72	39	114	34	37
368.	Says he is a good leader	536	82	59	387	136	39	130	46	37
369.	Says he tries to avoid hurting other peoples' feelings	486	96	59	279	126	39	114	34	37
370.	He attended the college he did because all his friends were going there	312	80	59	203	107	39	146	50	37
371.	Says he is seeking part-time work to supplement income on present job	545	66	11	442	111	12	143	49	7
372.	Says he is familiar with competing firms	564	64	11	342	104	12	157	49	7
373.	Says he called in sick so that he could come to this interview	218	103	11	167	62	12	100	0	7
374.	Says he is dissatisfied with the pay on his present job	409	67	11	400	158	12	114	35	7
375.	Is looking for a new job because he couldn't get along with his boss	309	67	11	258	126	12	100	0	7
376.	Is seeking part-time work to supplement the income of present job	200	141	11	167	75	12	114	35	7
377.	Says he has trouble doing tiresome routine work over long period of time	400	121	11	233	94	12	100	0	7
378.	Says he would refuse to work evenings or weekends	136	64	11	208	104	12	100	0	7
379.	Says he likes regular hours for work	309	108	11	383	140	12	114	35	7
380.	Says he drives himself steadily (doesn't work by fits and starts)	536	48	11	258	111	12	129	45	7
381.	Prefers a secure job with less pay to uncertain position with higher pay	345	116	11	300	71	12	114	35	7
382.	Says he likes work which requires him to persuade and convince others	609	51	11	267	47	12	114	35	7
383.	Says he wants a job where he can contribute new ideas	645	50	11	383	99	12	100	0	7
384.	Says he likes working on complex and difficult problems	627	45	11	358	119	12	114	35	7
385.	Says he thinks he would like interviewing job applicants	527	96	11	325	116	12	171	45	7
386.	Says he can accept criticism without getting mad	573	129	11	492	86	12	129	45	7
387.	Says he is very careful when making a decision	509	168	11	392	144	12	129	45	7
388.	Says he is an Atheist	364	48	11	142	49	12	143	49	7
389.	Says he sometimes feels grouchy	382	57	11	183	69	12	143	49	7
390.	Says he is very independent	391	100	11	308	150	12	129	45	7

TABLE 6. SUMMARY STATISTICS FOR MANAGEMENT TRAINEE (continued)

	FAVORABILITY			FREQUENCY			IMPORTANCE		
No. Item	Mean	SD	N	Mean	SD	N	Mean	SD	N
391. Says he is unusually cheerful	509	67	11	358	111	12	143	49	7
392. Says he is a political liberal	382	57	11	200	108	12	157	49	7
393. Says he is a fast thinker	536	77	11	308	144	12	143	49	7
394. Says he sometimes gets rattled in critical situations	291	90	11	208	95	12	100	0	7
395. Says he never acts on the spur of the moment	382	140	11	275	123	12	143	49	7
396. Says he is a very cautious person	345	89	11	325	123	12	157	49	7
397. Says he feels guilty unless he is accomplishing something	536	48	11	308	104	12	114	35	7
398. Says he enjoys dancing	427	45	11	300	158	12	200	0	7
399. Says he likes entertaining others	473	45	11	325	101	12	200	0	7
400. Says he is interested in literature and the arts	482	57	11	292	104	12	186	35	7
401. Says he limits his participation in sports to watching television sports	400	60	11	300	108	12	200	0	7
402. Says he likes to travel when taking a vacation	445	78	11	450	176	12	186	35	7
403. Says most people seem to like him	518	57	11	467	111	12	143	49	7
404. Says he likes adjusting difficulties of others	455	116	11	308	126	12	143	49	7
405. Sometimes makes rash remarks in fun, surprise people, see what they say	255	99	11	175	60	12	114	35	7
406. Says he makes friends easily	564	48	11	517	157	12	129	45	7
407. Says he is considered a thoughtful person	573	62	11	400	122	12	143	49	7
408. Says he knows many people, he has a large number of acquaintances	555	78	11	383	99	12	143	49	7
409. Says he likes to spend his spare time with his family	536	88	11	400	129	12	171	45	7
410. Says he liked school	555	78	11	458	119	12	171	45	7
411. Says he expects to progress rapidly in the structure of the company	485	112	41	337	138	30	129	46	17
412. Says he first actively considered making a change in jobs a week ago	366	100	41	163	60	30	159	49	17
413. Is leaving his job because he can't get along with people he works with	239	88	41	183	69	30	100	0	17
414. Says he is satisfied with the job duties on his present job	420	106	41	283	100	30	135	48	17
415. Says he will not work on Saturdays	220	106	41	147	62	30	118	38	17
416. Says he left last job because he did not receive an anticipated raise	302	90	41	193	63	30	112	32	17
417. Says he prefers to work on his own	310	121	41	223	88	30	129	46	17
418. Says he can keep working for long stretches	527	91	41	337	135	30	165	48	17
419. Says he likes methodical work	356	113	41	253	99	30	118	38	17
420. After he's done difficult parts of job, hates to finish up odds and ends	283	115	41	190	65	30	106	24	17

TABLE 6. SUMMARY STATISTICS FOR MANAGEMENT TRAINEE (continued)

No.	Item	FAVORABILITY			FREQUENCY			IMPORTANCE		
		Mean	SD	N	Mean	SD	N	Mean	SD	N
421.	Says he is troubled by the fact that he may be in the wrong line of work	412	125	41	263	75	30	118	38	17
422.	Says he wants a job which will give him power	351	140	41	187	96	30	106	24	17
423.	Says that hardly any activity really counts unless it is task-oriented	378	128	41	207	115	30	112	32	17
424.	Says he doesn't care for the responsibility of supervising others' work	200	86	41	163	60	30	106	24	17
425.	Says he can carry out plans assigned by other people	534	103	41	473	141	30	118	38	17
426.	Says he never has any colds or minor illnesses during the year	512	86	41	287	133	30	159	49	17
427.	Says he enjoys being alone	283	112	41	163	48	30	129	46	17
428.	Says he likes to take chances	427	131	41	260	128	30	118	38	17
429.	Says his feelings are sometimes easily hurt	278	105	41	160	61	30	129	46	17
430.	Says he is optimistic	556	73	41	443	133	30	135	48	17
431.	Says he is trustworthy	529	97	41	470	186	30	153	50	17
432.	Says he has a great deal of common sense	515	109	41	427	141	30	141	49	17
433.	Says he attends religious services regularly	476	90	41	317	132	30	188	32	17
434.	Says he quit smoking several months ago	446	63	41	193	85	30	200	0	17
435.	Says he is a somewhat slow and leisurely person	285	72	41	163	75	30	135	48	17
436.	Says he is usually very frank and open	483	106	41	363	128	30	147	50	17
437.	Says he values logical explanations	539	73	41	440	125	30	112	32	17
438.	Says he likes to take the lead in group activities	595	62	41	423	138	30	106	24	17
439.	Says he adapts well in new situations	593	75	41	473	121	30	112	32	17
440.	Says he spends a lot of time and energy in pursuit of his hobbies	478	116	41	290	94	30	159	49	17
441.	Says he is interested in philosophical problems	461	103	41	297	111	30	159	49	17
442.	Says he is very careful to keep all his records up to date	532	81	41	293	115	30	147	50	17
443.	Is baffled by people who get excited over concepts, theories, ideas, etc.	283	96	41	177	88	30	118	38	17
444.	Says he dislikes people who borrow things	378	92	41	170	78	30	182	38	17
445.	Makes rash remarks in fun, to surprise people and see what they say	280	117	41	147	56	30	112	32	17
446.	Says he wants to be of genuine service to people	529	119	41	377	126	30	129	46	17
447.	He can usually get people to do what he wants	576	93	41	380	117	30	106	24	17
448.	Says he values technical competence over personal likeableness	463	130	41	303	128	30	124	42	17
449.	Says he likes to play with his kids in the evening	524	96	41	293	129	30	171	46	17
450.	Says he enjoyed the discipline the armed services required of him	468	122	41	257	96	30	135	48	17

TABLE 6. SUMMARY STATISTICS FOR MANAGEMENT TRAINEE (continued)

No.	Item	FAVORABILITY			FREQUENCY			IMPORTANCE		
		Mean	SD	N	Mean	SD	N	Mean	SD	N
451.	Came for interview because he heard this company is good to work for	492	101	36	424	120	38	159	49	32
452.	Says he would be willing to relocate for his job	567	94	36	471	136	38	113	33	32
453.	Says he first actively considered changing jobs about a month ago	406	70	36	229	102	38	173	44	30
454.	Says he left his last job because of low pay	408	76	36	271	125	38	144	50	32
455.	Says he's leaving job because the people he works with dislike him	211	84	36	166	84	38	100	0	34
456.	Says he is dissatisfied with the co-workers on his present job	250	101	36	184	74	38	100	0	34
457.	Says he will not work evenings	192	95	36	195	115	38	103	17	33
458.	Says he prefers to work evening hours	333	103	36	161	84	38	126	44	31
459.	Says he gets bored by routine work	425	150	36	405	145	38	112	32	34
460.	Says he likes work which requires considerable attention to detail	392	130	36	287	89	38	113	33	32
461.	Says he does not care about what kind of work he will be doing	283	96	36	197	78	38	100	0	33
462.	Says he would prefer straight salary to a commission only plan	431	94	36	413	194	38	156	50	32
463.	Says he looks to work for his life-satisfactions	511	105	36	292	129	38	131	46	32
464.	Says he likes taking responsibility	628	61	36	487	108	38	106	24	34
465.	Says he likes to plan for himself	597	60	36	405	143	38	109	28	34
466.	Says he fears failure	322	113	36	153	55	38	115	36	33
467.	Says his present failures are due to childhood deprivation	217	76	36	124	43	38	112	33	33
468.	Says he makes decisions only after a great deal of thought	361	123	36	271	89	38	112	32	34
469.	Says he is an active person	531	70	36	479	113	38	142	49	33
470.	Says he is a very patient person	522	79	36	339	111	38	136	48	33
471.	Says he is a very religious person	425	83	36	205	60	38	161	49	31
472.	Says he never attends regular religious services	364	67	36	174	104	38	175	43	32
473.	Says he likes privacy	339	68	36	224	96	38	145	50	31
474.	Says he likes to keep on the go all the time	508	83	36	371	134	38	129	46	34
475.	Says he would rather not take chances or run risks	264	63	36	229	112	38	112	32	34
476.	Says he likes working with people	572	84	36	571	89	38	118	38	34
477.	Says he prefers action to contemplation	511	117	36	403	166	38	109	28	34
478.	Says he thinks he would like making a speech	517	73	36	300	140	38	147	50	32
479.	Says he prefers small, quiet gatherings to large, gay parties	408	64	36	263	106	38	169	46	32
480.	Says he frequently attends football (basketball, baseball, etc.) games	464	67	36	424	127	38	183	37	30

TABLE 6. SUMMARY STATISTICS FOR MANAGEMENT TRAINEE (continued)

No.	Item	FAVORABILITY			FREQUENCY			IMPORTANCE		
		Mean	SD	N	Mean	SD	N	Mean	SD	N
481.	Says he plays bridge	431	62	36	305	141	38	184	37	31
482.	Says he likes meeting people	564	79	36	539	87	38	112	33	33
483.	Says he dislikes people who are easily led	406	110	36	242	125	38	134	47	32
484.	Says he likes people who talk about themselves	356	76	36	166	80	38	155	50	31
485.	Makes rash remarks in fun to surprise people and see what they say	311	97	36	142	49	38	121	40	34
486.	Says he likes energetic people	525	79	36	376	168	38	141	49	32
487.	Says he is a good mixer	536	75	36	468	134	38	127	45	33
488.	Says he likes to study human nature and wants to understand people	542	86	36	384	141	38	118	38	34
489.	Says he has conflicts with spouse over outside interests	283	99	36	189	82	38	125	43	32
490.	Says he volunteered for the armed services	467	100	36	316	109	38	177	42	31
491.	Maintains self-control when others try to provoke him	601	69	147	431	110	119	102	14	95
492.	Acts as if he is accustomed to having his own way	331	118	147	300	85	119	117	37	95
493.	Easy to talk with	590	69	147	512	85	119	105	22	95
494.	Readily accepts ideas currently in vogue	424	114	147	439	112	119	141	49	94
495.	Can withstand a great deal of pressure	616	90	147	377	116	119	101	10	95
496.	Would break rules if he thought he couldn't get caught	211	108	147	252	85	119	105	22	94
497.	Persistent, does not give up easily	595	79	147	403	105	119	104	20	95
498.	Too pleasant and agreeable	293	89	147	278	87	119	130	46	94
499.	Has unrealistic desires for advancement	257	110	147	330	116	119	111	31	95
500.	Concerned with making a good impression	445	128	147	508	110	119	138	49	95
501.	Poorly informed as to his vocational aptitudes and skills in various jobs	266	99	147	342	123	119	122	41	95
502.	Sensitive to others' needs	563	83	147	359	109	119	109	29	95
503.	Deliberate in his actions and speech	505	100	147	376	105	119	126	44	94
504.	Punctual, careful to be on time	552	89	147	538	98	119	121	41	94
505.	Indecisive—can't make up his mind	188	71	147	277	78	119	105	22	94
506.	Controls his emotions effectively	577	75	147	509	102	119	104	20	94
507.	Fears decisions and tests	176	75	147	276	83	119	104	20	94
508.	Would give in to avoid controversy	207	76	147	309	88	119	108	26	93
509.	Would stick to his guns under pressure	583	84	147	391	113	119	103	17	95
510.	Avoids extreme attitudes and opinions	464	129	147	449	127	119	120	40	93

TABLE 6. SUMMARY STATISTICS FOR MANAGEMENT TRAINEE (continued)

		FAVORABILITY			FREQUENCY			IMPORTANCE		
No.	Item	Mean	SD	N	Mean	SD	N	Mean	SD	N
511.	Would avoid trying anything which might be beyond his powers	308	123	59	372	118	39	116	37	37
512.	Will work best with close supervision	237	78	59	328	93	39	108	27	37
513.	Would not lose his composure easily	588	78	59	426	103	39	103	16	37
514.	Would put off doing an assigned task as long as possible	166	70	59	244	59	39	108	27	37
515.	Works mainly for anticipated rewards	363	130	59	431	150	39	130	46	37
516.	Judges himself and others in terms of wealth or material possessions	256	115	59	359	119	39	132	47	37
517.	Makes spur of the moment decisions	278	117	59	274	74	39	122	41	37
518.	Sees the world as predominantly hostile and threatening	166	60	59	187	56	39	111	31	37
519.	Is rational and logical	619	75	59	518	98	39	103	16	37
520.	Thinks with a practical turn of mind	602	70	59	487	91	39	111	31	37
521.	Identifies kindness with weakness	225	107	59	200	55	39	135	48	37
522.	Sees job he is applying for as stepping stone to other vocational goals	515	149	59	469	164	39	124	43	37
523.	Socially bungling—inept in human relationships	169	72	59	218	45	39	105	23	37
524.	Protective of those close to him (family or close friends)	464	112	59	395	148	39	168	47	37
525.	Manifests a critical or fault finding attitude toward others	195	70	59	244	71	39	108	27	37
526.	Worried about failing to get ahead	319	128	59	285	114	39	127	44	37
527.	Severe in his self-criticism	356	115	59	238	89	39	124	43	37
528.	Dogmatic in his thinking, thinks only one way to look at a situation	176	74	59	231	82	39	105	23	37
529.	His posture and gait are proud	500	106	59	333	97	39	149	50	37
530.	Busy, constantly on the go	534	93	59	351	115	39	132	47	37
531.	Has a what's in it for me attitude	231	111	59	303	86	39	108	27	37
532.	Has a pessimistic view of human beings and their potentialities	176	81	59	213	52	39	116	37	37
533.	Has rigid moral attitudes	425	136	59	269	109	39	151	50	37
534.	Lacks confidence	200	66	59	272	106	39	105	23	37
535.	Lacks depth of personality	215	75	59	285	95	39	122	41	37
536.	Seems to be poor leadership material	161	78	59	356	108	39	105	23	37
537.	Seems very knowledgeable culturally	525	70	59	318	98	39	157	50	37
538.	Fears failure	305	140	59	282	103	39	116	37	37
539.	Wants to be admired	431	117	59	482	115	39	143	50	37
540.	Wants financial security	500	88	59	518	128	39	130	46	37

TABLE 6. SUMMARY STATISTICS FOR MANAGEMENT TRAINEE (continued)

No.	Item	FAVORABILITY			FREQUENCY			IMPORTANCE		
		Mean	SD	N	Mean	SD	N	Mean	SD	N
541.	Would try to do what others expect	491	124	11	492	86	12	157	49	7
542.	Would take risks when necessary	600	85	11	408	86	12	114	35	7
543.	Would degrade others to enhance his own feelings of worth	136	48	11	250	65	12	114	35	7
544.	Prides himself on his common sense	482	111	11	433	118	12	157	49	7
545.	Lacks feeling of loyalty toward employers, schools, place of residence	173	86	11	217	55	12	114	35	7
546.	Effective—gets things done correctly	618	83	11	458	111	12	100	0	7
547.	Eager to get along with people	527	105	11	508	86	12	129	45	7
548.	Uses people to benefit himself	236	115	11	242	76	12	114	35	7
549.	Thinks clearly	627	45	11	517	69	12	100	0	7
550.	Is a fast worker	555	78	11	442	95	12	129	45	7
551.	Interested in people	573	62	11	483	69	12	129	45	7
552.	Contemptuous of others	145	50	11	233	94	12	114	35	7
553.	Straightforward in his dealings with other people	591	90	11	425	92	12	100	0	7
554.	Afraid that others will perceive him as stupid	245	78	11	250	87	12	143	49	7
555.	Cosmopolitan, at home in many different kinds of places and situations	591	100	11	367	111	12	129	45	7
556.	Evaluates situation in terms of who is in control	300	135	11	325	123	12	143	49	7
557.	Elated, has a happy mood	509	51	11	367	125	12	143	49	7
558.	Frivolous, given to trifling	227	62	11	208	28	12	114	35	7
559.	Has a creative mind	636	64	11	425	116	12	114	35	7
560.	Has a good sense of humor	591	67	11	433	62	12	114	35	7
561.	Has a career first, family second attitude	382	111	11	300	82	12	157	49	7
562.	Knows what kind of job he wants	627	75	11	400	100	12	129	45	7
563.	Took good advantage of educational opportunities	645	50	11	450	96	12	100	0	7
564.	Lacks persistence	182	57	11	300	71	12	129	45	7
565.	Aspires to jobs well beyond his abilities	318	153	11	283	80	12	129	45	7
566.	Seemed preoccupied	236	48	11	208	49	12	129	45	7
567.	Avoids arguments	345	99	11	417	128	12	143	49	7
568.	Feels his life is meaningless	155	66	11	150	50	12	114	35	7
569.	Wants authority	509	138	11	433	160	12	129	45	7
570.	Seeks security	391	108	11	475	109	12	143	49	7

TABLE 6. SUMMARY STATISTICS FOR MANAGEMENT TRAINEE (continued)

No.	Item	FAVORABILITY			FREQUENCY			IMPORTANCE		
		Mean	SD	N	Mean	SD	N	Mean	SD	N
571.	Will accept responsibility for his work	624	58	41	517	97	30	100	0	17
572.	Would willingly put in extra hours for the company	622	64	41	477	145	30	106	24	17
573.	Would push and try to stretch limits to see what he can get away with	227	125	41	230	82	30	100	0	16
574.	Lacks a goal or purpose in life	210	93	41	303	91	30	124	42	17
575.	Does not take important matters seriously enough	220	89	41	263	80	30	106	24	17
576.	Finds it difficult to control his feelings	210	66	41	240	66	30	106	24	17
577.	Tends to act impulsively	241	88	41	273	77	30	112	32	17
578.	Takes moral offenses lightly	229	106	41	230	97	30	106	24	17
579.	Thinks analytically	593	84	41	363	111	30	106	24	17
580.	Pursues momentary satisfactions—demands immediate rewards	290	114	41	280	87	30	106	24	17
581.	Dislikes close supervision	402	132	41	393	126	30	118	38	17
582.	Can delegate authority	612	55	41	350	120	30	112	32	17
583.	Enthusiastic when meeting people for the first time	554	121	41	400	118	30	118	38	17
584.	Critical of others	310	82	41	287	85	30	112	32	17
585.	Spontaneous in dealing with people	517	125	41	383	93	30	112	32	17
586.	Afraid to take a chance	232	84	41	287	76	30	112	32	17
587.	Too quick to agree	254	67	41	300	73	30	118	38	17
588.	Accurate in his work	585	72	41	460	80	30	118	38	17
589.	Easy to suit, easily pleased	339	110	41	343	92	30	153	50	17
590.	Has common sense	598	84	41	450	102	30	100	0	17
591.	Has a fatalistic outlook on life	254	111	41	207	51	30	135	48	17
592.	Has a realistic view of himself	593	71	41	387	81	30	100	0	17
593.	Has extreme views on social issues	276	101	41	237	87	30	129	46	17
594.	Afraid to appear different	293	89	41	310	111	30	141	49	17
595.	Seeks a job well below his level of ability and training	217	110	41	210	40	30	112	32	17
596.	Seemed reluctant to talk about his past	222	87	41	210	60	30	100	0	17
597.	Fears novel situations where the outcome is doubtful	244	86	41	263	71	30	100	0	17
598.	Feels a need to be sure of things	337	126	41	353	123	30	135	48	17
599.	Wants power	371	160	41	303	122	30	118	38	17
600.	Seeks to have fun, enjoys himself, finds a good time	427	131	41	363	122	30	135	48	17

TABLE 6. SUMMARY STATISTICS FOR MANAGEMENT TRAINEE (continued)

No.	Item	FAVORABILITY			FREQUENCY			IMPORTANCE		
		Mean	SD	N	Mean	SD	N	Mean	SD	N
601.	Would be unlikely to ask for help on his job	319	105	36	253	72	38	121	41	33
602.	Would avoid situations where his performance could be inferior to others	258	72	36	289	79	38	112	33	33
603.	Will be loyal to the company	575	83	36	492	101	38	106	24	34
604.	Values creature-comforts (to eat well, avoid hard work, be luxurious)	233	97	36	305	121	38	113	33	32
605.	Places a high value on intellectual activities	483	109	36	371	114	38	150	50	32
606.	Sets self apart from others	269	115	36	289	119	38	115	36	33
607.	Sees world as dog-eat-dog place, everybody looks out for himself	292	116	36	263	81	38	109	29	33
608.	Places family interests above his own desires	408	116	36	355	99	38	124	43	33
609.	Is easily confused	192	68	36	255	91	38	103	17	33
610.	Considers himself an intellectual	375	104	36	289	112	38	158	49	31
611.	Dislikes work which is highly repetitive	433	133	36	479	132	38	122	41	32
612.	Poor at making small talk	322	85	36	292	90	38	163	48	30
613.	Reserved when meeting people for the first time	383	93	36	329	110	38	167	47	30
614.	Tolerant of others	556	64	36	487	86	38	106	24	34
615.	Considerate of other people in his dealings with them	586	58	36	479	89	38	103	17	34
616.	Conscious of social standing	392	106	36	426	107	38	156	50	32
617.	Socially perceptive, able to sense the feelings of others	592	55	36	426	109	38	109	29	33
618.	Highly motivated	658	60	36	429	117	38	100	0	33
619.	Placid, not easily disturbed or upset	517	128	36	368	98	38	109	28	34
620.	Has a good memory	603	73	36	442	96	38	113	33	32
621.	Has a warm personality	583	73	36	445	94	38	115	35	34
622.	Has an easy come, easy go attitude toward money	250	90	36	250	68	38	121	41	33
623.	Has broad knowledge, is well rounded intellectually	578	67	36	379	113	38	103	17	34
624.	Lacks drive	172	61	36	287	89	38	103	17	33
625.	Is setting his aim too low	269	84	36	245	82	38	116	36	32
626.	Seemed to consider this as just one of a long line of interviews	214	89	36	282	110	38	121	41	33
627.	Feels he's special and entitled to privileges or special consideration	228	93	36	247	82	38	106	24	33
628.	Applause-seeker, demands attention	244	96	36	245	68	38	115	36	33
629.	Wants to get ahead, to win	575	104	36	453	107	38	100	0	33
630.	Is a good organizer	631	99	36	379	113	38	103	17	34

TABLE 6. SUMMARY STATISTICS FOR MANAGEMENT TRAINEE (continued)

		FAVORABILITY			FREQUENCY			IMPORTANCE		
No.	Item	Mean	SD	N	Mean	SD	N	Mean	SD	N
631.	Cooperative	587	74	147	523	82	119	104	20	95
632.	Controlled	561	94	147	472	107	119	105	22	94
633.	Fussy	316	120	147	236	60	119	129	45	94
634.	Lazy	137	63	147	229	73	119	105	22	94
635.	Patient	545	77	147	434	106	119	109	28	94
636.	Apologetic	304	100	147	281	101	119	128	45	92
637.	Frank	537	87	147	427	114	119	112	32	95
638.	Compulsive	295	94	147	284	87	119	112	32	93
639.	Independent	522	105	147	389	103	119	113	33	94
640.	Nosey	279	125	147	241	78	119	124	43	94
641.	Aggressive	583	68	147	411	107	119	106	24	94
642.	Meticulous	474	108	147	329	96	119	145	50	93
643.	Open minded	591	68	147	450	102	119	103	17	95
644.	Dependable	631	63	147	487	98	119	100	0	95
645.	Shy	275	86	147	239	69	119	124	43	94
646.	Arrogant	193	90	147	220	48	119	109	28	94
647.	Immature	182	71	147	287	89	119	112	32	93
648.	Cheerful	551	73	147	487	96	119	128	45	93
649.	Trustworthy	618	81	147	525	85	119	107	26	94
650.	Aloof	267	96	147	236	67	119	123	42	94
651.	Realistic	597	58	59	467	105	39	108	27	37
652.	Self-righteous	290	108	59	244	67	39	135	48	37
653.	Possessive	331	115	59	256	71	39	138	48	37
654.	Cautious	439	107	59	338	92	39	124	43	37
655.	Insecure	231	67	59	262	89	39	108	27	37
656.	Thrifty	505	81	59	331	91	39	159	49	37
657.	Careless	195	65	59	244	81	39	108	27	37
658.	Timid	222	82	59	251	87	39	116	37	37
659.	Submissive	210	77	59	246	75	39	108	27	37
660.	Adventurous	544	79	59	346	90	39	122	41	37

TABLE 6. SUMMARY STATISTICS FOR MANAGEMENT TRAINEE (continued)

No. Item	FAVORABILITY			FREQUENCY			IMPORTANCE		
	Mean	SD	N	Mean	SD	N	Mean	SD	N
661. Narrow minded	198	72	59	233	73	39	111	31	37
662. Thoughtful	569	70	59	436	89	39	114	34	37
663. Hasty	297	71	59	285	86	39	119	39	37
664. Dignified	527	76	59	364	123	39	138	48	37
665. Sophisticated	476	103	59	318	90	39	143	50	37
666. Bigoted	181	79	59	197	42	39	111	31	37
667. Snobbish	185	75	59	203	53	39	116	37	37
668. Dramatic, affected and theatrical	214	106	59	192	47	39	124	43	37
669. A leader	644	79	59	341	98	39	103	16	37
670. Thick skinned	531	122	59	326	95	39	124	43	37
671. Self-sufficient	582	72	11	433	125	12	143	49	7
672. Conscientious	636	48	11	483	99	12	100	0	7
673. Petty	182	72	11	225	43	12	114	35	7
674. Sociable	545	89	11	508	76	12	157	49	7
675. Fickle	200	95	11	217	37	12	129	45	7
676. Helpful	573	86	11	458	76	12	157	49	7
677. Self-centered	245	116	11	300	122	12	129	45	7
678. Outgoing	582	72	11	450	76	12	114	35	7
679. Irritable	218	72	11	242	49	12	114	35	7
680. Serious	509	90	11	508	104	12	129	45	7
681. Sarcastic	191	90	11	208	49	12	114	35	7
682. Mystical	236	107	11	183	90	12	129	45	7
683. Enthusiastic	618	72	11	458	64	12	100	0	7
684. Suggestible	464	155	11	367	94	12	129	45	7
685. Masculine	582	83	11	542	64	12	143	49	7
686. Depressed	200	60	11	217	55	12	114	35	7
687. Grateful, appreciative	509	51	11	442	104	12	143	49	7
688. A playboy	309	108	11	267	62	12	129	45	7
689. A conformist	318	72	11	325	109	12	143	49	7
690. A showoff	227	114	11	250	50	12	129	45	7

TABLE 6. SUMMARY STATISTICS FOR MANAGEMENT TRAINEE (continued)

No. Item	FAVORABILITY			FREQUENCY			IMPORTANCE		
	Mean	SD	N	Mean	SD	N	Mean	SD	N
691. Personable	598	60	41	493	77	30	112	32	17
692. Kind	527	96	41	457	112	30	159	49	17
693. Subdued	329	102	41	257	72	30	135	48	17
694. Nervous	280	80	41	277	88	30	138	48	16
695. Friendly	561	69	41	513	109	30	106	24	17
696. Quiet	376	112	41	287	92	30	159	49	17
697. Responsible	612	63	41	483	107	30	100	0	17
698. Pessimistic	249	89	41	223	56	30	141	49	17
699. Stable	578	64	41	473	96	30	100	0	17
700. Eccentric	259	104	41	190	47	30	112	32	17
701. Objective	593	64	41	413	96	30	106	24	17
702. Tough	449	129	41	257	92	30	135	48	17
703. Proud	502	102	41	390	104	30	147	50	17
704. Ambitious	610	62	41	503	114	30	106	24	17
705. Effeminate	215	107	41	223	67	30	112	32	17
706. Energetic	620	59	41	473	106	30	106	24	17
707. Genial, friendly and warm	580	83	41	450	112	30	112	32	17
708. A hypochondriac	195	82	41	197	71	30	118	38	17
709. A jack of all trades	417	123	41	263	71	30	159	49	17
710. A mixer	539	73	41	417	90	30	129	46	17
711. Optimistic	550	55	36	500	79	38	121	40	34
712. Gloomy	217	76	36	189	45	38	118	39	33
713. Anxious	367	133	36	316	123	38	129	45	31
714. Generous	478	63	36	376	106	38	153	50	32
715. Loyal	594	81	36	458	114	38	109	28	34
716. Courteous	564	85	36	568	57	38	106	24	34
717. Overbearing	206	78	36	229	65	38	106	24	33
718. Easygoing	375	98	36	379	113	38	138	48	32
719. Intellectually mature	589	66	36	408	111	38	112	33	33
720. Stubborn	294	115	36	232	76	38	115	36	33

TABLE 6. SUMMARY STATISTICS FOR MANAGEMENT TRAINEE (continued)

No. Item	FAVORABILITY			FREQUENCY			IMPORTANCE		
	Mean	SD	N	Mean	SD	N	Mean	SD	N
721. Defensive	242	72	36	253	85	38	116	36	32
722. Jovial	464	71	36	366	103	38	169	46	32
723. Self-confident	581	70	36	458	91	38	100	0	34
724. Enterprising	606	66	36	424	106	38	103	17	34
725. Self-conscious	311	87	36	287	113	38	115	35	34
726. Even-tempered	542	79	36	487	80	38	115	35	34
727. Businesslike, efficient, and practical	583	83	36	442	102	38	103	17	34
728. A family man	500	82	36	453	104	38	135	48	31
729. A gossip	211	91	36	224	101	38	115	36	33
730. A take-charge guy	572	110	36	350	127	38	109	28	34

Table 7 shows the deciles of the distributions of mean ratings of favorability, frequency, and importance. This table should be helpful in interpreting the results for particular items.

Table 7

Deciles for the distribution of mean ratings of favorability, frequency, and importance in the Management Trainee item pool.

Decile	Favorability	Frequency	Importance
10	6.6	6.2	2.0
9	5.8	4.7	1.7
8	5.4	4.2	1.6
7	5.0	3.8	1.4
6	4.5	3.2	
5	3.9	2.8	1.3
4	3.5	2.5	1.2
3	3.0	2.3	1.1
2	2.6	2.0	
1	2.2	1.7	1.0
Lowest mean	1.4	1.1	1.0

Table 8 presents the *Checklist for Management Trainees.* The *Checklist* contains 60 items, 30 of which are favorable (mean favorability ranging from 4.45 through 6.44) and 30 which are unfavorable (mean favorability ranging from 1.95 through 3.54). For the favorable items, frequencies (base rates) ranged from 2.95 through 5.04, and importance ratings ranged from 1.00 to 1.25. For the unfavorable items, base rates ranged from 1.95 to 3.80, and importance ratings ranged from 1.00 to 1.25. The intent was to develop checklists which were balanced for favorability, contained items which applied to at least some but not to all job applicants, and contained items which had been judged to be important in making hiring recommendations.

Table 8

The Management Trainee Checklist

Instructions

At the conclusion of the interview, describe the interviewee by checking the items which best apply to him. Cross off any items you were not able to observe. Describe the applicant as accurately as possible, so check the items which apply, regardless of whether they are favorable or unfavorable.

Management Trainee

Check the items that apply	**Item Number**
_____Asked clear question, it is easy to tell what he wants to know.	203
_____Scored high on all screening tests.	19
_____Was active in many groups in high school.	4
_____Had a "B" average in college.	124
_____Drew from a large vocabulary when speaking.	131
_____Spoke forcefully.	205

	Item Number
Check the items that apply	
______Explains things in unnecessary detail.	202
______Interrupted you while you were speaking.	79
______Flamboyant in personal attire.	228
______Asked same question over, or asked question already answered.	61
______Spoke too softly—was hard to hear.	136
______Used inappropriate words.	272
Check the items that apply	
______Kept the conversation going.	22
______Appeared calm and relaxed throughout the entire interview.	156
______Has served in the armed services.	120
______Speech was grammatically precise.	271
______Voice carries well.	206
______Looked you in the eye.	152
Check the items that apply	
______Interjected many um's, ah's, or uh's.	282
______Slouched in chair.	85
______Had no outside activities in college.	5
______Appeared ill-at-ease during the entire interview.	26
______Did a sloppy job of completing the application form.	269
______Needs a haircut.	298
Check the items that apply	
______Says he likes to study human nature and wants to understand people.	488
______Says he can carry out plans assigned by other people.	425
______Says he prefers to deal with people rather than things.	357
______Says he prefers action to contemplation.	477
______Says he is quite sure of himself.	323
______Says he likes continually changing activities.	359
Check the items that apply	
______Says he is satisfied with his present vocational achievements.	331
______Says he tends to be critical of others.	355
______Says he expresses his judgments publicly regardless of criticism.	356
______Says he likes regular hours for work.	379
______Says he sometimes gets rattled in critical situations.	394
______Says he does not care about what kind of work he will be doing.	461
Check the 3 items that apply best	
______Persistent, does not give up easily.	497
______Maintains self-control when others try to provoke him.	491
______Has common sense.	590
______Thinks analytically.	579
______Would not lose his composure easily.	513
______Socially perceptive, able to sense the feelings of others.	617
Check the 3 items that apply best	
______Has unrealistic desires for advancement.	499
______Will work best with close supervision.	512
______Has a what's in it for me attitude.	531
______Afraid to take a chance.	586
______Would give in to avoid controversy.	508
______Lacks a goal or purpose in life.	574

Check the 3 items that apply best

______Objective. 701
______Outgoing. 678
______Aggressive. 641
______Stable. 699
______Self-confident. 723
______Thoughtful. 622

Check the 3 items that apply best

______Self-conscious. 725
______Compulsive. 638
______Nosey. 640
______Shy. 645
______Aloof. 650
______Defensive. 721

Chapter 5

General Management Item Statistics and Checklist

The general management category contains middle and upper level managerial job titles from both line and staff functions of organizations.

Some characteristics of the 283 general management respondents are shown in Table 9.

Table 9

Some characteristics of the 283 respondents who completed questionnaires in the job context of General Management.

Characteristic	Number	Percent
Male	272	96
Female	11	4
Job Title		
Interviewer 25% time or less	1	1
Interviewer 26% time or more	9	3
Assistant 25% time or less	12	4
Assistant 26% time or more	4	1
Manager of division in personnel	62	22
Executive of personnel department	101	36
Other positions in personnel	20	7
Supervisor of ____________________, not in personnel	7	2
Manager of ____________________, not in personnel	33	12
Other positions not in personnel dept.	34	12
Type of Organization		
Bank & Trust Company	13	5
Government Offices	28	10
Insurance Companies	16	6
Industrial Manufacturing	110	39
Consumer goods manufacturing	37	13
Oil Companies	14	5
Research Organization	4	1
Service/Sales	54	19
Telephone Companies	1	1
Other (includes schools)	6	2
Respondent's Education		
No answer	1	1
Elementary (grades 1-8)	0	0
Some secondary (grades 9-11)	0	0
Completed secondary (grade 12)	13	5
Some College	32	11
Undergraduate degree (B.S. or B.A.)	112	40
Some graduate work	44	16
M.A. degree	62	22
Work beyond M.A. degree	6	2
Ph.D. degree	13	5

	Number	Percent
Estimated number of interviews in last year		
Under 50	67	24
50-99	40	14
100-199	57	20
200-299	32	11
300-399	19	7
400-599	28	10
600-799	6	2
800-999	8	3
1000-1999	17	6
2000 or more	9	3
Do you use an interview guide?		
No	200	71
Yes	63	22
No answer	20	7
Have you ever held this position (general management)?		
No	114	40
Yes	148	52
No answer	21	7
What opportunities for interviewing training have you had?		
No spec. opportunities, just practical experience	80	28
On-the-job training	202	71
Workshops and seminars	197	70
Formal courses	135	48

The respondents estimated the average length of their interviews with applicants for general management positions. The median estimated length was 45 minutes, with a range from 10 minutes to 2 days.

The respondents also estimated the proportion of applicants for management positions who are hired by their organizations. The median estimate was 10% hired, and the first quartile was 4% and the third quartile was 25% hired.

The median reported years of interviewing experience was 12 years, with a range from 3 months to 41 years.

The respondents' median age was 41, and age ranged from 22 to 65.

Table 10 presents the favorability, frequency, and importance rating means and standard deviations (and their associated Ns) for the 730 items in the complete pool. Favorability ranges from 1.00 to 7.00, frequency ranges from 1.00 to 7.00, and importance ranges from 1.00 to 2.00. As in Table 6 in Chapter 4, decimal points have been omitted.

Table 10

Summary statistics for the General Management category.

TABLE 10. SUMMARY STATISTICS FOR GENERAL MANAGEMENT

No.	Item	FAVORABILITY			FREQUENCY			IMPORTANCE		
		Mean	SD	N	Mean	SD	N	Mean	SD	N
1.	Grew up in a large city	429	79	95	373	121	82	189	31	103
2.	Grew up in a predominantly rural or farming area	397	92	95	305	115	82	186	34	103
3.	Has traveled extensively	508	94	95	316	109	82	175	43	105
4.	Was active in many groups in high school	561	79	95	411	117	82	147	50	105
5.	Had no outside activities in college	261	108	95	246	115	82	129	45	106
6.	Worked his way through college—earned all his expenses	577	85	95	320	115	82	125	43	106
7.	Was drafted into the service	418	75	95	371	137	82	179	41	103
8.	Has been married two years	474	96	95	439	182	82	163	48	104
9.	Just moved to this community	368	78	95	265	125	82	163	48	105
10.	Is currently using vacation time to seek a new job	437	121	95	221	100	82	163	48	104
11.	Made good use of his chances for advancement	619	79	95	438	116	82	105	21	106
12.	Has held jobs involving supervisory responsibilities	639	70	95	455	168	82	108	28	106
13.	Has been employed by a competing firm	511	122	95	291	152	82	138	49	103
14.	Is currently receiving unemployment compensation	204	106	95	128	50	82	130	46	105
15.	Has a record of special achievement and outstanding reward in his work	655	75	95	360	144	82	101	10	105
16.	Has been on present job six months or less	255	115	95	207	113	82	119	39	106
17.	Has held a great many jobs, each for a short time	156	71	95	194	74	82	101	10	106
18.	Asked how much his pay would be	412	147	95	404	182	82	150	50	103
19.	Scored high on all screening tests	558	94	95	424	132	82	112	32	103
20.	Didn't say much—limited his answers to simple yes and no replies	199	83	95	211	86	82	108	26	106
21.	Looked down and/or away while talking or listening	215	79	95	223	83	82	110	30	106
22.	Kept the conversation going	538	73	95	437	132	82	118	38	105
23.	His self-expression is natural and spontaneous	607	60	95	454	120	82	108	26	106
24.	Smiled frequently	537	83	95	434	123	82	135	48	105
25.	Expressed his ideas well	645	54	95	454	111	82	100	0	106
26.	Appeared ill-at-ease during the entire interview	221	83	95	221	76	82	108	28	106
27.	Frequently used slang	261	90	95	244	108	82	125	44	106
28.	Frequently adjusted his position in the chair when talking to you	328	94	95	276	99	82	148	50	104
29.	Was appropriately dressed	567	76	95	595	75	82	105	21	106
30.	Was sloppily dressed	184	79	95	163	57	82	102	14	106

TABLE 10. SUMMARY STATISTICS FOR GENERAL MANAGEMENT (continued)

		FAVORABILITY			FREQUENCY			IMPORTANCE		
No.	Item	Mean	SD	N	Mean	SD	N	Mean	SD	N
31.	Is single	314	106	22	257	118	28	168	47	25
32.	Is separated from spouse	259	98	22	182	60	28	144	50	25
33.	Has been married ten years	536	98	22	314	151	28	160	49	25
34.	Got married while attending college	423	113	22	246	82	28	188	32	25
35.	Spouse is a high school graduate	464	88	22	554	159	28	176	43	25
36.	Has lived in the community for two years	464	71	22	400	175	28	176	43	25
37.	Comes from a lower class family	405	47	22	246	68	28	196	20	25
38.	Plans to use public transportation to work and lives a long way off	277	104	22	139	56	28	148	50	25
39.	Does not own a car	309	131	22	143	62	28	160	49	25
40.	Owns his home	532	82	22	389	165	28	164	48	25
41.	Lives in an upper class neighborhood	509	90	22	321	132	28	168	47	25
42.	Presently active in no outside civic groups (fraternal, political, etc.)	291	100	22	200	110	28	152	50	25
43.	Is in heavy debt	173	75	22	175	74	28	100	0	25
44.	Has a savings account	518	72	22	450	164	28	172	45	25
45.	Has never had a permanent job before (just part time ones)	214	118	22	200	136	28	116	37	25
46.	Has never supervised others' work	218	94	22	243	152	28	124	43	25
47.	Has received many large raises on previous jobs	545	78	22	271	136	28	116	37	25
48.	Has collected unemployment compensation once in his lifetime	382	65	22	168	85	28	172	45	25
49.	Has been on his present job three years	514	81	22	329	139	28	132	47	25
50.	Held three or more jobs in the past four years	173	69	22	175	63	28	104	20	25
51.	Served as an officer in armed forces	505	88	22	321	108	28	128	45	25
52.	Had an "A" average in high school	573	96	22	261	101	28	132	47	25
53.	Graduated from a vocational skills program in high school	350	116	22	164	72	28	164	48	25
54.	Had a "C" average in college	350	94	22	304	109	28	124	43	25
55.	Attended a college which has an excellent scholastic reputation	541	89	22	375	130	28	124	43	25
56.	Has had some college	400	151	22	450	216	28	112	32	25
57.	Is a college graduate	618	65	22	493	183	28	108	27	25
58.	Earned about 1/4 of his expenses while at school	486	92	22	446	130	28	132	47	25
59.	Has average intelligence	377	135	22	500	198	28	112	32	25
60.	Made grammatical errors on the application form	241	94	22	207	70	28	108	27	25

TABLE 10. SUMMARY STATISTICS FOR GENERAL MANAGEMENT (continued)

No.	Item	FAVORABILITY Mean	SD	N	FREQUENCY Mean	SD	N	IMPORTANCE Mean	SD	N
61.	Asked same question over, or asked question already answered	286	87	22	196	57	28	120	40	25
62.	Gave long, drawn out answers	268	63	22	232	66	28	112	32	25
63.	Forgot what he was talking about	195	71	22	161	62	28	108	27	25
64.	Intends to make a career with the company	545	108	22	518	139	28	124	43	25
65.	Mumbled	209	73	22	179	67	28	100	0	25
66.	Spoke loudly	286	97	22	246	118	28	132	47	25
67.	Has a deep voice	436	57	22	279	77	28	180	40	25
68.	Spoke at a normal speed	505	77	22	500	136	28	136	48	25
69.	Talked too slowly	282	49	22	204	68	28	132	47	25
70.	Diction was precise	509	90	22	364	126	28	128	45	25
71.	Spoke melodiously	386	87	22	250	91	28	156	50	25
72.	Frequently slurred words	268	63	22	186	64	28	112	32	25
73.	Paused before answering questions—appeared to be thinking out answer	500	95	22	321	115	28	120	40	25
74.	Uses dramatic and intense words to describe everyday activities	336	123	22	236	67	28	128	45	25
75.	Asked about retirement benefits	395	115	22	250	115	28	136	48	25
76.	Asked to meet his potential supervisor	541	83	22	300	222	28	136	48	25
77.	Asked about company training programs	555	103	22	386	215	28	124	43	25
78.	Gave vague, general answers to most questions	195	64	22	182	76	28	108	27	25
79.	Interrupted you while you were speaking	241	89	22	182	60	28	132	47	25
80.	Frowns frequently	282	94	22	200	71	28	144	50	25
81.	Frequently runs fingers through hair	318	72	22	171	70	28	132	47	25
82.	Chewed nails during the interview	186	81	22	118	38	28	104	20	25
83.	Has firm handshake	555	84	22	500	136	28	136	48	25
84.	Crossed and uncrossed legs often	345	94	22	211	67	28	160	49	25
85.	Slouched in chair	264	93	22	179	67	28	116	37	25
86.	Appeared edgy and nervous throughout the entire interview	236	88	22	196	68	28	108	27	25
87.	Smokes	386	46	22	404	121	28	192	27	25
88.	Was well groomed	582	65	22	586	79	28	108	27	25
89.	Has a large nose	391	29	22	239	86	28	196	20	25
90.	Has a medium build	409	42	22	386	99	28	196	20	25

TABLE 10. SUMMARY STATISTICS FOR GENERAL MANAGEMENT (continued)

No.	Item	FAVORABILITY			FREQUENCY			IMPORTANCE		
		Mean	SD	N	Mean	SD	N	Mean	SD	N
91.	Has a good complexion	459	72	22	496	115	28	164	48	25
92.	Has bad breath	232	76	22	154	73	28	128	45	25
93.	Bald	386	34	22	214	64	28	192	27	25
94.	Needs a shave	164	64	22	132	54	28	104	20	25
95.	Is about 5 feet 6 inches tall	382	49	22	250	94	28	184	37	25
96.	Is about 6 feet 6 inches tall	409	51	22	175	74	28	184	37	25
97.	Markedly underweight	309	67	22	168	66	28	140	49	25
98.	Weighs about 175 lbs.	427	69	22	368	120	28	192	27	25
99.	Is about 19 years old	159	83	22	118	47	28	116	37	25
100.	Is about 35 years old	482	134	22	329	125	28	132	47	25
101.	Is engaged to be married	439	59	18	200	71	8	188	32	17
102.	Is divorced	356	60	18	188	33	8	171	46	17
103.	Has been married five years	500	133	18	450	112	8	171	46	17
104.	Has no children	389	31	18	263	132	8	188	32	17
105.	Spouse is a college graduate	494	70	18	275	156	8	176	42	17
106.	Has lived in the community all his life	417	101	18	288	169	8	171	46	17
107.	Comes from a well-to-do family	400	75	18	175	43	8	182	38	17
108.	Plans to ride in a car pool	333	111	18	138	48	8	176	42	17
109.	Owns a car	456	83	18	638	99	8	165	48	17
110.	Rents a house	400	33	18	338	111	8	182	38	17
111.	Recently purchased a new home	494	70	18	313	93	8	141	49	17
112.	Is presently active in one outside group (civic, fraternal, political)	539	68	18	388	136	8	106	24	17
113.	Has a poor credit rating	167	75	18	188	33	8	100	0	17
114.	Has no savings account, spends what he earns	250	96	18	338	165	8	129	46	17
115.	Has changed jobs many times	161	76	18	225	83	8	100	0	17
116.	Previous employer gave him a good reference	550	69	18	513	105	8	106	24	17
117.	Has increased his monthly pay through one of his last job changes	494	78	18	525	109	8	118	38	17
118.	Is currently employed and is looking for a new job	494	78	18	513	105	8	112	32	17
119.	Is currently employed and is looking for an additional (part time) job	233	137	18	125	43	8	129	46	17
120.	Has served in the armed services	506	91	18	550	100	8	141	49	17

TABLE 10. SUMMARY STATISTICS FOR GENERAL MANAGEMENT (continued)

No.	Item	FAVORABILITY			FREQUENCY			IMPORTANCE		
		Mean	SD	N	Mean	SD	N	Mean	SD	N
121.	Had a "D" average in high school	200	105	18	200	71	8	112	32	17
122.	Had no outside activities in high school	283	101	18	250	132	8	118	38	17
123.	Is a high school graduate—no college	239	130	18	275	148	8	124	42	17
124.	Had a "B" average in college	556	121	18	288	117	8	118	38	17
125.	Was active in several groups while attending college	583	69	18	300	158	8	118	38	17
126.	Has had one year of college	283	180	18	313	145	8	129	46	17
127.	Has a Master's degree	567	115	18	238	165	8	124	42	17
128.	Earned half of his school expenses	544	96	18	325	139	8	124	42	17
129.	Takes shorthand	411	74	18	125	43	8	200	0	17
130.	Misspelled words on the application form	267	94	18	263	86	8	112	32	17
131.	Drew from a large vocabulary when speaking	550	101	18	300	122	8	118	38	17
132.	Was to-the-point, gave short answers	506	131	18	313	136	8	106	24	17
133.	Lost his train of thought while talking	256	76	18	225	83	8	106	24	17
134.	Has a police record	150	83	18	150	50	8	100	0	17
135.	Has an accent	372	87	18	163	48	8	181	39	16
136.	Spoke too softly—was hard to hear	278	53	18	200	0	8	118	38	17
137.	Has a high pitched voice	317	83	18	175	43	8	165	48	17
138.	Talked too fast	328	80	18	238	48	8	141	49	17
139.	Is articulate	589	66	18	375	109	8	106	24	17
140.	Drawled	383	101	18	213	78	8	165	48	17
141.	Spoke in a monotone	283	69	18	250	112	8	141	49	17
142.	Voice seemed strained	289	57	18	200	50	8	147	50	17
143.	Used impersonal, unemotional language in talking about himself	372	110	18	263	99	8	135	48	17
144.	Cursed—used profanity	167	75	18	150	71	8	118	38	17
145.	Asked about his potential co-workers	511	87	18	213	78	8	124	42	17
146.	Asked about fringe benefits	444	76	18	375	171	8	129	46	17
147.	Asked questions about the job duties of the position he is seeking	622	63	18	500	166	8	106	24	17
148.	Gave curved answers to straight questions	256	50	18	275	66	8	106	24	17
149.	Blushed often during the interview	317	69	18	163	70	8	135	48	17
150.	Chewed gum	189	81	18	163	48	8	129	46	17

TABLE 10. SUMMARY STATISTICS FOR GENERAL MANAGEMENT (continued)

No.	Item	FAVORABILITY			FREQUENCY			IMPORTANCE		
		Mean	SD	N	Mean	SD	N	Mean	SD	N
151.	Rubbed hand over mouth often	311	66	18	188	60	8	147	50	17
152.	Looked you in the eye	556	83	18	488	93	8	118	38	17
153.	Has an expressive face	517	96	18	375	130	8	159	49	17
154.	Placed elbow on desk	372	45	18	175	43	8	176	42	17
155.	Gripped armrests tightly or ran hands along them nervously	317	83	18	200	50	8	124	42	17
156.	Appeared calm and relaxed throughout the entire interview	511	81	18	400	112	8	112	32	17
157.	Smoked a lot	350	83	18	225	66	8	141	49	17
158.	Wears rings—other than a wedding band	378	42	18	350	158	8	194	24	17
159.	Is physically handicapped	378	53	18	175	66	8	147	50	17
160.	Has buck teeth	350	69	18	138	48	8	188	32	17
161.	Wears white socks with a dark suit	283	107	18	175	66	8	129	46	17
162.	Has a poor complexion	328	80	18	225	43	8	165	48	17
163.	Has chewed fingernails	300	100	18	200	50	8	129	46	17
164.	Has dandruff	333	88	18	225	97	8	147	50	17
165.	Is less than 5 feet tall	333	94	18	138	70	8	135	48	17
166.	Is about 5 feet 9 inches tall	406	40	18	475	109	8	176	42	17
167.	Weighs about 100 lbs.	317	96	18	150	100	8	141	49	17
168.	Weighs about 200 lbs.	394	40	18	338	132	8	171	46	17
169.	Is 21 years old	306	131	18	325	228	8	135	48	17
170.	Is about 40 years old	417	146	18	375	109	8	147	50	17
171.	Is married	491	87	33	518	147	22	140	49	25
172.	Has been divorced and is now married	382	83	33	209	60	22	168	47	25
173.	Just married	433	80	33	209	85	22	171	45	24
174.	Has two dependent children	470	72	33	386	166	22	156	50	25
175.	Spouse works full time	376	70	33	291	120	22	168	47	25
176.	Comes from a small family	400	0	33	336	93	22	200	0	25
177.	Has lived in many areas of the country	455	82	33	268	87	22	148	50	25
178.	Has dependable transportation available for getting to work	491	90	33	623	90	22	140	49	25
179.	Has two cars	439	69	33	332	139	22	192	27	25
180.	Lives close to work	430	76	33	382	159	22	184	37	25

TABLE 10. SUMMARY STATISTICS FOR GENERAL MANAGEMENT (continued)

No.	Item	FAVORABILITY Mean	FAVORABILITY SD	FAVORABILITY N	FREQUENCY Mean	FREQUENCY SD	FREQUENCY N	IMPORTANCE Mean	IMPORTANCE SD	IMPORTANCE N
181.	Lives in a lower class neighborhood	291	96	33	182	72	22	156	50	25
182.	Presently active in an outside group (civic, fraternal, political, etc.)	539	78	33	377	131	22	140	49	25
183.	Has a good credit rating	573	75	33	555	108	22	116	37	25
184.	Is now a teacher	379	122	33	177	128	22	176	43	25
185.	Has been employed in a wide variety of positions	348	144	33	268	122	22	120	40	25
186.	Most recent employer gave him a bad reference	206	78	33	155	50	22	104	20	25
187.	Has taken a pay cut on one of his last jobs	276	92	33	223	108	22	136	48	25
188.	Is currently unemployed and worked for past employer less than one year	209	83	33	173	69	22	124	43	25
189.	Has been on present job one year	370	83	33	332	143	22	144	50	25
190.	Discharged from the service as a private—no promotions	276	105	33	191	100	22	150	50	24
191.	Had a "C" average in high school	333	94	33	314	106	22	168	47	25
192.	Was president of senior class in high school	530	83	33	177	67	22	152	50	25
193.	Worked while in high school	506	89	33	382	111	22	120	40	25
194.	Had an "A" average in college	564	98	33	164	71	22	129	45	24
195.	Is attending evening classes	542	89	33	250	89	22	108	27	25
196.	Has had two years of college	330	166	33	350	183	22	124	43	25
197.	Has a Ph.D. degree	342	167	33	127	54	22	124	43	25
198.	Earned 75 percent of his expenses while at school	539	74	33	309	112	22	108	27	25
199.	Knows how to type	409	79	33	291	79	22	188	32	25
200.	Followed directions when filling out application form	503	80	33	541	89	22	128	45	25
201.	Used many big words	370	90	33	273	91	22	152	50	25
202.	Explains things in unnecessary detail	267	88	33	268	76	22	112	32	25
203.	Asked clear questions, it is easy to tell what he wants to know	600	65	33	500	67	22	100	0	25
204.	Is over-qualified for the job he's being interviewed for	276	126	33	223	79	22	104	20	25
205.	Spoke forcefully	558	70	33	336	111	22	112	32	25
206.	Voice carries well	530	80	33	459	115	22	140	49	25
207.	Voice had normal pitch	503	76	33	518	107	22	144	50	25
208.	Spoke with a slow, steady pace	436	92	33	323	108	22	160	49	25
209.	Speech was concise	527	86	33	400	131	22	116	37	25
210.	Stuttered	239	89	33	155	50	22	116	37	25

TABLE 10. SUMMARY STATISTICS FOR GENERAL MANAGEMENT (continued)

No.	Item	FAVORABILITY Mean	SD	N	FREQUENCY Mean	SD	N	IMPORTANCE Mean	SD	N
211.	Talked out of the side of his mouth	245	74	33	141	49	22	128	45	25
212.	Cleared his throat several times	348	70	33	214	81	22	168	47	25
213.	Uses phrases like—do you understand, know what I mean, is that clear	258	99	33	259	94	22	136	48	25
214.	Asked about promotion possibilities	536	81	33	518	137	22	121	41	24
215.	Asked about working conditions	470	87	33	445	178	22	133	47	24
216.	Pressed for details about the job	506	110	33	445	172	22	116	37	25
217.	Applicant has a rapid tempo—responds, speaks, and moves at a fast rate	461	95	33	314	101	22	120	40	25
218.	Laughed a lot	361	123	33	241	94	22	133	47	24
219.	Kept his mouth open when not talking	279	81	33	159	49	22	148	50	25
220.	Blinks a lot	279	84	33	173	62	22	168	47	25
221.	Sat with hands behind head	267	94	33	127	45	22	132	47	25
222.	Used his hands while talking (gesture)	424	78	33	377	151	22	160	49	25
223.	Awkward, bodily postures and movements lack grace and ease	297	76	33	209	60	22	150	50	24
224.	Sat rigidly upright in chair	288	81	33	236	146	22	156	50	25
225.	Tapped foot nervously	279	69	33	145	50	22	136	48	25
226.	Smokes while talking to you	376	74	33	386	129	22	180	40	25
227.	Listened attentively	536	81	33	568	82	22	100	0	25
228.	Flamboyant in personal attire	285	86	33	186	69	22	116	37	25
229.	Medical records and his appearance indicate he is in excellent health	600	74	33	545	89	22	104	20	25
230.	Has a crew cut	412	48	33	282	83	22	200	0	25
231.	Was over dressed	300	74	33	155	50	22	140	49	25
232.	There was lint on his clothes	321	81	33	182	57	22	180	40	25
233.	Has long hair	291	90	33	168	87	22	130	46	23
234.	Wears a beard	230	94	33	123	42	22	116	37	25
235.	Is about 5 feet tall	303	90	33	141	72	22	176	43	25
236.	Is about 6 feet tall	458	60	33	418	111	22	188	32	25
237.	Weighs about 125 lbs.	339	78	33	150	58	22	180	40	25
238.	Weighs about 225 lbs.	367	94	33	241	65	22	167	47	24
239.	Is about 25 years old	358	152	33	259	147	22	152	50	25
240.	Is about 45 years old	424	113	33	282	140	22	140	49	25

TABLE 10. SUMMARY STATISTICS FOR GENERAL MANAGEMENT (continued)

No.	Item	FAVORABILITY			FREQUENCY			IMPORTANCE		
		Mean	SD	N	Mean	SD	N	Mean	SD	N
241.	Is having family problems	250	78	22	204	68	24	105	22	38
242.	Is widowed	405	21	22	150	58	24	186	35	36
243.	Got married while attending high school	355	66	22	133	47	24	176	43	38
244.	Has six dependent children	405	71	22	196	68	24	162	48	37
245.	Spouse is a teacher	423	67	22	213	73	24	176	43	37
246.	Comes from a middle class family	423	67	22	475	109	24	182	38	39
247.	Comes from a broken home	386	46	22	238	75	24	167	47	39
248.	Lives in the suburbs	409	29	22	413	148	24	189	31	37
249.	Is now renting an apartment	400	30	22	271	127	24	186	34	37
250.	Lives in a middle class neighborhood	427	75	22	504	114	24	179	40	39
251.	Frequently entertains others in his home	459	83	22	367	137	24	176	43	38
252.	Has no outstanding debts	482	78	22	254	122	24	141	49	37
253.	Carries no life insurance	273	109	22	196	110	24	157	50	37
254.	Was fired from his last job	241	98	22	175	60	24	103	16	39
255.	Has worked in many different occupations	268	97	22	246	82	24	108	27	39
256.	Has had very few pay raises on previous jobs	255	84	22	238	99	24	110	30	39
257.	Has never collected unemployment compensation	500	85	22	483	149	24	162	48	37
258.	Is currently unemployed and worked for past employer for 3 years	377	85	22	221	126	24	132	46	38
259.	Held one job for past 4 years	495	64	22	392	135	24	113	33	39
260.	Was dishonorably discharged from the army	223	131	22	158	122	24	100	0	39
261.	Had a "B" average in high school	509	85	22	388	109	24	142	49	38
262.	Dropped out of high school	218	103	22	158	95	24	113	33	39
263.	Had a "D" average in college work	241	94	22	150	58	24	113	33	39
264.	Attended a college which has a poor scholastic reputation	305	71	22	175	66	24	131	46	39
265.	Graduated from technical or vocational school after high school	368	133	22	254	108	24	126	44	39
266.	Has had three years of college	409	162	22	296	184	24	110	30	39
267.	Earned none of his expenses while at school	364	57	22	213	97	24	144	50	39
268.	Hasn't been in the armed services	382	39	22	263	95	24	153	50	38
269.	Did a sloppy job of completing the application form	268	82	22	254	58	24	105	22	39
270.	Expressed thoughts clearly and distinctly	605	64	22	450	96	24	100	0	39

TABLE 10. SUMMARY STATISTICS FOR GENERAL MANAGEMENT (continued)

		FAVORABILITY			FREQUENCY			IMPORTANCE		
No.	Item	Mean	SD	N	Mean	SD	N	Mean	SD	N
271.	Speech was grammatically precise	550	78	22	379	138	24	121	41	38
272.	Used inappropriate words	277	52	22	250	87	24	103	16	39
273.	Is seeking part-time employment	250	123	22	142	76	24	105	22	39
274.	Friend or relative employed by company told about employment opportunity	436	64	22	250	96	24	155	50	38
275.	Came for interview, result of special recruiting campaign by company	455	84	22	400	180	24	159	49	37
276.	Was referred by the state employment service	368	97	22	163	75	24	178	42	36
277.	Was referred by the placement office at the school he attended	459	78	22	179	76	24	173	44	37
278.	Was referred by a private employment agency	418	94	22	258	141	24	169	46	36
279.	Saw an ad in the newspaper and came in for an interview	445	89	22	329	137	24	161	49	36
280.	Waits a few seconds before answering questions	455	94	22	313	101	24	141	49	37
281.	Speech was abrupt and halting	259	65	22	208	40	24	110	30	39
282.	Interjected many um's, ah's, or uh's	273	62	22	254	76	24	121	40	39
283.	Applicant's speech is cautious—indicates doubt using perhaps, I think	282	72	22	267	80	24	115	36	39
284.	Asked about his potential supervision	532	97	22	404	174	24	118	38	39
285.	Asked about vacations	377	79	22	296	98	24	162	48	37
286.	Gave an evasive and vague answer when asked why he left his last job	195	64	22	229	84	24	100	0	39
287.	Smiles with mouth only—the rest of face (especially eyes) unsmiling	291	90	22	221	64	24	143	50	37
288.	Squints	350	66	22	179	58	24	163	48	38
289.	Picked his nose	214	106	22	125	43	24	113	34	38
290.	Has a weak handshake	286	81	22	242	76	24	132	46	38
291.	Manipulation of small objects (pencil, cigarettes) tends to be clumsy	345	78	22	208	70	24	168	47	37
292.	Squirmed in chair	323	73	22	246	64	24	142	49	36
293.	Was nervous at the beginning of the interview	391	51	22	346	141	24	178	42	36
294.	Has nervous smoking habits	355	66	22	267	85	24	153	50	38
295.	Smiled in a conceited manner	318	72	22	204	54	24	146	50	37
296.	Ears stick out	400	0	22	175	52	24	200	0	36
297.	Physique appears feminine	323	90	22	150	50	24	142	49	38
298.	Needs a haircut	268	92	22	208	70	24	105	22	38
299.	Is clean shaven	514	87	22	633	69	24	108	27	38
300.	Looks tired	368	55	22	254	91	24	145	50	38

TABLE 10. SUMMARY STATISTICS FOR GENERAL MANAGEMENT (continued)

No.	Item	FAVORABILITY Mean	FAVORABILITY SD	FAVORABILITY N	FREQUENCY Mean	FREQUENCY SD	FREQUENCY N	IMPORTANCE Mean	IMPORTANCE SD	IMPORTANCE N
301.	Wears glasses	400	0	22	400	115	24	200	0	36
302.	Is about 5 feet 3 inches tall	364	57	22	183	69	24	184	36	38
303.	Is about 6 feet 3 inches tall	423	52	22	225	78	24	184	36	38
304.	Is markedly overweight	277	73	22	208	57	24	110	30	39
305.	Weighs about 150 lbs.	405	37	22	304	106	24	195	23	37
306.	Weighs about 250 lbs.	336	71	22	154	58	24	163	48	38
307.	Is about 30 years old	455	116	22	321	115	24	169	46	36
308.	Is about 55 years old	309	79	22	196	102	24	135	48	37
309.	Is a male	491	116	22	646	64	24	142	49	38
310.	Is a female	327	114	22	150	65	24	132	46	38
311.	Feels he's gotten nowhere and must change jobs now or never	317	119	95	232	107	82	110	30	106
312.	Says he dislikes routine desk jobs	454	118	95	361	156	82	118	38	106
313.	Says he can get a great deal done in a short time	504	101	95	327	141	82	124	43	105
314.	Says he does not want a job involving responsibility for others' work	202	122	95	157	92	82	105	21	106
315.	Says he wants a job where there is opportunity for promotion	584	90	95	584	114	82	108	28	106
316.	Says he needs an occasional pat-on-the-back to keep him going	399	117	95	259	151	82	133	47	106
317.	Says he prefers to work alone	227	95	95	187	75	82	104	19	106
318.	Says he is seeking higher wages	469	102	95	448	154	82	134	47	105
319.	Says he makes a principle of never taking his job home with him	302	114	95	196	94	82	122	41	105
320.	Says he has an even temperament	512	96	95	374	162	82	131	46	106
321.	Says he's inclined to be moody	244	79	95	160	73	82	112	33	106
322.	Says he's not concerned about what others think about him	277	111	95	199	104	82	112	33	106
323.	Says he is quite sure of himself	477	107	95	373	159	82	124	42	106
324.	Says he tends to act on impulse	271	87	95	188	76	82	106	23	106
325.	Says he keeps up with the current events	541	80	95	411	167	82	135	48	105
326.	Thinks most people are queer mentally, they don't like to admit it	233	93	95	139	56	82	115	36	106
327.	Says he finds a number of people hard to get along with	203	91	73	193	88	82	105	21	106
328.	Says he is unhappy in his marriage	249	107	95	141	49	82	116	37	106
329.	Most people are irrational and their opinions are likely to be worthless	161	84	95	126	49	82	102	14	106
330.	Says he can remember faces, names, and incidents better than most people	478	113	95	251	128	82	144	50	105

TABLE 10. SUMMARY STATISTICS FOR GENERAL MANAGEMENT (continued)

No.	Item	FAVORABILITY Mean	SD	N	FREQUENCY Mean	SD	N	IMPORTANCE Mean	SD	N
331.	Says he is satisfied with his present vocational achievements	345	89	22	236	111	28	132	47	25
332.	Says he is satisfied with the promotional opportunities on present job	327	96	22	204	68	28	128	45	25
333.	Says he's more satisfied than dissatisfied with his present job	414	106	22	286	130	28	132	47	25
334.	Says he would work hard if he got the job	495	88	22	450	161	28	160	49	25
335.	Says he is satisfied with the pay on his present job	409	73	22	254	121	28	136	48	25
336.	Says he will not work weekends	209	73	22	146	63	28	112	32	25
337.	Would like working on a commission basis—provides incentive to work hard	386	169	22	175	91	28	148	50	25
338.	Says he likes variety and change in a job	541	89	22	443	170	28	112	32	25
339.	Says he is always on time for his work	518	123	22	350	176	28	152	50	25
340.	Says he likes writing reports	536	98	22	282	131	28	132	47	25
341.	Says he likes flexible working hours	423	128	22	271	156	28	128	45	25
342.	Says he prefers to deal with people rather than things or ideas	523	131	22	389	140	28	112	32	25
343.	Says he wants a job where he can contribute to others' welfare	514	129	22	339	150	28	148	50	25
344.	Says he wishes he had more money	491	73	22	350	145	28	168	47	25
345.	Likes to do own planning, no interruptions or suggestions from others	332	110	22	204	73	28	120	40	25
346.	Says he is in excellent physical health	559	94	22	489	154	28	156	50	25
347.	Says anyone who is unemployed has only himself to blame	436	140	22	232	163	28	144	50	25
348.	Says he has more than his share of novel ideas	491	108	22	264	144	28	144	50	25
349.	Says he dislikes criticism	277	113	22	182	93	28	104	20	25
350.	Says he's a very mature person	491	120	22	318	163	28	152	50	25
351.	Says he is very dependable	500	113	22	429	179	28	148	50	25
352.	Says he is a political conservative	423	60	22	264	123	28	184	37	25
353.	Says he likes to direct others' activities	582	72	22	454	159	28	120	40	25
354.	Says he never worries about possible misfortunes	459	123	22	236	132	28	140	49	25
355.	Says he tends to be critical of others	359	94	22	243	127	28	120	40	25
356.	Says he expresses his judgments publicly regardless of criticism	323	128	22	254	118	28	104	20	25
357.	Says he prefers to deal with people rather than things	550	99	22	425	160	28	112	32	25
358.	Says he obeys all rules and regulations	450	116	22	300	177	28	156	50	25
359.	Says he likes continually changing activities	500	109	22	379	145	28	120	40	25
360.	Says he entertains in his home on average of once every 2 weeks	455	94	22	243	140	28	188	32	25

TABLE 10. SUMMARY STATISTICS FOR GENERAL MANAGEMENT (continued)

No.	Item	FAVORABILITY Mean	FAVORABILITY SD	FAVORABILITY N	FREQUENCY Mean	FREQUENCY SD	FREQUENCY N	IMPORTANCE Mean	IMPORTANCE SD	IMPORTANCE N
361.	Says he likes pets	427	54	22	254	138	28	192	27	25
362.	Says he won't discuss his finances because they are personal	336	123	22	200	116	28	152	50	25
363.	Says he doesn't drink and he doesn't think that others should	282	107	22	150	63	28	136	48	25
364.	Says everyone is basically honest	464	115	22	307	165	28	156	50	25
365.	He makes rash remarks in fun to surprise people and see what they say	300	104	22	171	84	28	132	47	25
366.	Says he sometimes becomes irritated at other people	423	85	22	279	129	28	144	50	25
367.	Says he has difficulty getting acquainted with strangers	232	76	22	186	64	28	140	49	25
368.	Says he is a good leader	541	119	22	425	179	28	136	48	25
369.	Says he tries to avoid hurting other peoples' feelings	491	120	22	343	147	28	132	47	25
370.	He attended the college he did because all his friends were going there	305	102	22	171	75	28	160	49	25
371.	Says he is seeking part-time work to supplement income on present job	583	50	18	600	71	8	124	42	17
372.	Says he is familiar with competing firms	567	82	18	375	171	8	124	42	17
373.	Says he called in sick so that he could come to this interview	233	120	18	175	66	8	118	38	17
374.	Says he is dissatisfied with the pay on his present job	439	95	18	400	212	8	124	42	17
375.	Is looking for a new job because he couldn't get along with his boss	283	107	18	250	112	8	106	24	17
376.	Is seeking part-time work to supplement the income of present job	222	131	18	125	43	8	107	25	15
377.	Says he has trouble doing tiresome routine work over long period of time	372	152	18	238	132	8	141	49	17
378.	Says he would refuse to work evenings or weekends	150	69	18	138	48	8	100	0	17
379.	Says he likes regular hours for work	278	103	18	363	180	8	124	42	17
380.	Says he drives himself steadily (doesn't work by fits and starts)	528	115	18	350	132	8	124	42	17
381.	Prefers a secure job with less pay to uncertain position with higher pay	350	142	18	213	78	8	100	0	17
382.	Says he likes work which requires him to persuade and convince others	622	53	18	325	109	8	112	32	17
383.	Says he wants a job where he can contribute new ideas	672	45	18	475	120	8	106	24	17
384.	Says he likes working on complex and difficult problems	639	59	18	413	127	8	106	24	17
385.	Says he thinks he would like interviewing job applicants	550	117	18	288	136	8	159	49	17
386.	Says he can accept criticism without getting mad	578	97	18	488	127	8	118	38	17
387.	Says he is very careful when making a decision	550	112	18	475	179	8	106	24	17
388.	Says he is an Atheist	333	94	18	138	48	8	159	49	17
389.	Says he sometimes feels grouchy	350	76	18	200	87	8	159	49	17
390.	Says he is very independent	439	106	18	350	187	8	112	32	17

TABLE 10. SUMMARY STATISTICS FOR GENERAL MANAGEMENT (continued)

	FAVORABILITY			FREQUENCY			IMPORTANCE		
No. Item	Mean	SD	N	Mean	SD	N	Mean	SD	N
391. Says he is unusually cheerful	528	56	18	425	171	8	135	48	17
392. Says he is a political liberal	389	57	18	250	122	8	182	38	17
393. Says he is a fast thinker	544	90	18	375	164	8	124	42	17
394. Says he sometimes gets rattled in critical situations	278	71	18	150	71	8	106	24	17
395. Says he never acts on the spur of the moment	389	99	18	350	212	8	118	38	17
396. Says he is a very cautious person	328	104	18	300	141	8	124	42	17
397. Says he feels guilty unless he is accomplishing something	500	82	18	400	158	8	118	38	17
398. Says he enjoys dancing	417	37	18	288	105	8	188	32	17
399. Says he likes entertaining others	483	69	18	388	162	8	147	50	17
400. Says he is interested in literature and the arts	511	94	18	288	127	8	188	32	17
401. Says he limits his participation in sports to watching television sports	372	45	18	300	87	8	194	24	17
402. Says he likes to travel when taking a vacation	428	56	18	388	93	8	194	24	17
403. Says most people seem to like him	533	58	18	463	141	8	118	38	17
404. Says he likes adjusting difficulties of others	544	90	18	313	117	8	124	42	17
405. Sometimes makes rash remarks in fun, surprise people, see what they say	233	75	18	213	93	8	129	46	17
406. Says he makes friends easily	561	59	18	488	154	8	118	38	17
407. Says he is considered a thoughtful person	583	60	18	400	150	8	129	46	17
408. Says he knows many people, he has a large number of acquaintances	506	91	18	413	162	8	141	49	17
409. Says he likes to spend his spare time with his family	522	92	18	500	122	8	124	42	17
410. Says he liked school	583	76	18	488	162	8	135	48	17
411. Says he expects to progress rapidly in the structure of the company	455	121	33	305	130	22	120	40	25
412. Says he first actively considered making a change in jobs a week ago	373	99	33	173	81	22	156	50	25
413. Is leaving his job because he can't get along with people he works with	239	89	33	186	62	22	100	0	25
414. Says he is satisfied with the job duties on his present job	385	93	33	359	115	22	132	47	25
415. Says he will not work on Saturdays	218	83	33	145	58	22	108	28	24
416. Says he left last job because he did not receive an anticipated raise	318	97	33	227	91	22	128	45	25
417. Says he prefers to work on his own	276	102	33	323	144	22	104	20	25
418. Says he can keep working for long stretches	542	82	33	350	170	22	128	45	25
419. Says he likes methodical work	333	129	33	223	113	22	120	40	25
420. After he's done difficult parts of job, hates to finish up odds and ends	288	120	33	209	79	22	116	37	25

TABLE 10. SUMMARY STATISTICS FOR GENERAL MANAGEMENT (continued)

No.	Item	FAVORABILITY Mean	FAVORABILITY SD	FAVORABILITY N	FREQUENCY Mean	FREQUENCY SD	FREQUENCY N	IMPORTANCE Mean	IMPORTANCE SD	IMPORTANCE N
421.	Says he is troubled by the fact that he may be in the wrong line of work	321	125	33	223	117	22	108	27	25
422.	Says he wants a job which will give him power	321	132	33	186	97	22	113	33	24
423.	Says that hardly any activity really counts unless it is task-oriented	361	107	33	177	79	22	120	40	25
424.	Says he doesn't care for the responsibility of supervising others' work	182	83	33	155	58	22	108	28	24
425.	Says he can carry out plans assigned by other people	497	87	33	473	176	22	120	40	25
426.	Says he never has any colds or minor illnesses during the year	482	100	33	300	165	22	140	49	25
427.	Says he enjoys being alone	282	100	33	186	81	22	124	43	25
428.	Says he likes to take chances	455	118	33	295	155	22	116	37	25
429.	Says his feelings are sometimes easily hurt	273	86	33	200	90	22	128	45	25
430.	Says he is optimistic	548	78	33	432	129	22	148	50	25
431.	Says he is trustworthy	524	99	33	505	182	22	136	48	25
432.	Says he has a great deal of common sense	506	101	33	518	164	22	140	49	25
433.	Says he attends religious services regularly	467	91	33	314	129	22	176	43	25
434.	Says he quit smoking several months ago	433	68	33	209	60	22	188	32	25
435.	Says he is a somewhat slow and leisurely person	279	77	33	173	81	22	120	40	25
436.	Says he is usually very frank and open	497	94	33	423	124	22	121	41	24
437.	Says he values logical explanations	533	80	33	441	159	22	116	37	25
438.	Says he likes to take the lead in group activities	576	70	33	400	141	22	125	43	24
439.	Says he adapts well in new situations	594	55	33	500	135	22	112	32	25
440.	Says he spends a lot of time and energy in pursuit of his hobbies	424	116	33	273	101	22	148	50	25
441.	Says he is interested in philosophical problems	461	110	33	277	113	22	160	49	25
442.	Says he is very careful to keep all his records up to date	509	96	33	355	153	22	116	37	25
443.	Is baffled by people who get excited over concepts, theories, ideas, etc.	252	86	33	177	95	22	129	45	24
444.	Says he dislikes people who borrow things	342	74	33	159	72	22	172	45	25
445.	Makes rash remarks in fun, to surprise people and see what they say	285	102	33	155	66	22	120	40	25
446.	Says he wants to be of genuine service to people	524	105	33	436	190	22	128	45	25
447.	He can usually get people to do what he wants	579	81	33	482	127	22	104	20	25
448.	Says he values technical competence over personal likeableness	448	118	33	341	170	22	124	43	25
449.	Says he likes to play with his kids in the evening	497	90	33	368	149	22	160	49	25
450.	Says he enjoyed the discipline the armed services required of him	442	121	33	255	141	22	142	49	24

TABLE 10. SUMMARY STATISTICS FOR GENERAL MANAGEMENT (continued)

No.	Item	FAVORABILITY			FREQUENCY			IMPORTANCE		
		Mean	SD	N	Mean	SD	N	Mean	SD	N
451.	Came for interview because he heard this company is good to work for	459	111	22	413	136	24	162	48	37
452.	Says he would be willing to relocate for his job	568	82	22	508	141	24	118	38	39
453.	Says he first actively considered changing jobs about a month ago	445	72	22	283	118	24	169	46	36
454.	Says he left his last job because of low pay	450	66	22	304	102	24	144	50	39
455.	Says he's leaving job because the people he works with dislike him	255	58	22	183	69	24	103	16	39
456.	Says he is dissatisfied with the co-workers on his present job	264	71	22	221	64	24	105	22	39
457.	Says he will not work evenings	209	60	22	158	64	24	113	33	39
458.	Says he prefers to work evening hours	373	105	22	179	71	24	130	46	37
459.	Says he gets bored by routine work	427	96	22	363	138	24	113	33	39
460.	Says he likes work which requires considerable attention to detail	436	107	22	304	106	24	111	31	38
461.	Says he does not care about what kind of work he will be doing	227	109	22	213	109	24	100	0	39
462.	Says he would prefer straight salary to a commission only plan	427	109	22	383	221	24	154	50	37
463.	Says he looks to work for his life-satisfactions	450	123	22	338	147	24	134	47	38
464.	Says he likes taking responsibility	586	69	22	513	109	24	113	33	39
465.	Says he likes to plan for himself	577	67	22	454	135	24	108	27	38
466.	Says he fears failure	327	105	22	179	87	24	113	33	39
467.	Says his present failures are due to childhood deprivation	214	92	22	117	37	24	105	22	39
468.	Says he makes decisions only after a great deal of thought	414	139	22	250	91	24	110	30	39
469.	Says he is an active person	541	72	22	454	150	24	126	44	38
470.	Says he is a very patient person	532	92	22	363	144	24	126	44	38
471.	Says he is a very religious person	436	64	22	229	84	24	171	45	38
472.	Says he never attends regular religious services	382	39	22	154	71	24	179	41	38
473.	Says he likes privacy	382	72	22	250	122	24	145	50	38
474.	Says he likes to keep on the go all the time	468	92	22	392	144	24	126	44	38
475.	Says he would rather not take chances or run risks	268	47	22	221	100	24	108	27	39
476.	Says he likes working with people	555	94	22	558	91	24	113	34	38
477.	Says he prefers action to contemplation	445	116	22	404	149	24	118	38	39
478.	Says he thinks he would like making a speech	505	82	22	254	119	24	155	50	38
479.	Says he prefers small, quiet gatherings to large, gay parties	395	88	22	304	143	24	178	41	37
480.	Says he frequently attends football (basketball, baseball, etc.) games	441	72	22	429	137	24	176	43	37

TABLE 10. SUMMARY STATISTICS FOR GENERAL MANAGEMENT (continued)

No. Item	FAVORABILITY			FREQUENCY			IMPORTANCE		
	Mean	SD	N	Mean	SD	N	Mean	SD	N
481. Says he plays bridge	445	78	22	267	131	24	178	41	37
482. Says he likes meeting people	545	78	22	504	143	24	124	43	38
483. Says he dislikes people who are easily led	368	114	22	204	106	24	129	45	38
484. Says he likes people who talk about themselves	364	111	22	150	58	24	139	49	38
485. Makes rash remarks in fun to surprise people and see what they say	323	73	22	154	64	24	108	27	39
486. Says he likes energetic people	500	85	22	367	165	24	156	50	39
487. Says he is a good mixer	536	71	22	396	137	24	133	47	39
488. Says he likes to study human nature and wants to understand people	536	98	22	392	144	24	118	38	39
489. Says he has conflicts with spouse over outside interests	314	81	22	175	66	24	133	47	39
490. Says he volunteered for the armed services	450	99	22	279	115	24	181	40	36
491. Maintains self-control when others try to provoke him	598	56	95	462	113	82	100	0	106
492. Acts as if he is accustomed to having his own way	363	127	95	334	110	82	118	38	106
493. Easy to talk with	591	70	95	522	98	82	110	30	106
494. Readily accepts ideas currently in vogue	436	117	95	423	122	82	142	49	104
495. Can withstand a great deal of pressure	637	62	95	428	128	82	103	17	106
496. Would break rules if he thought he couldn't get caught	236	106	95	259	97	82	107	25	106
497. Persistent, does not give up easily	609	58	95	444	125	82	103	17	106
498. Too pleasant and agreeable	293	100	95	263	98	82	124	43	105
499. Has unrealistic desires for advancement	273	100	95	306	112	82	108	28	106
500. Concerned with making a good impression	424	124	95	496	132	82	134	47	105
501. Poorly informed as to his vocational aptitudes and skills in various jobs	224	75	95	283	121	82	111	32	106
502. Sensitive to others' needs	580	91	95	390	137	82	110	29	104
503. Deliberate in his actions and speech	500	103	95	402	118	82	138	48	104
504. Punctual, careful to be on time	554	83	95	516	105	82	128	45	104
505. Indecisive—can't make up his mind	176	74	95	257	90	82	101	10	106
506. Controls his emotions effectively	585	78	95	489	120	82	103	17	106
507. Fears decisions and tests	186	90	95	254	95	82	105	21	106
508. Would give in to avoid controversy	221	95	95	288	106	82	107	25	105
509. Would stick to his guns under pressure	594	74	95	421	137	82	104	19	105
510. Avoids extreme attitudes and opinions	489	122	95	450	135	82	125	43	105

TABLE 10. SUMMARY STATISTICS FOR GENERAL MANAGEMENT (continued)

No.	Item	FAVORABILITY			FREQUENCY			IMPORTANCE		
		Mean	SD	N	Mean	SD	N	Mean	SD	N
511.	Would avoid trying anything which might be beyond his powers	300	100	22	300	113	28	132	47	25
512.	Will work best with close supervision	191	104	22	257	82	28	124	43	25
513.	Would not lose his composure easily	564	143	22	436	137	28	112	32	25
514.	Would put off doing an assigned task as long as possible	159	65	22	243	86	28	108	27	25
515.	Works mainly for anticipated rewards	400	157	22	329	139	28	148	50	25
516.	Judges himself and others in terms of wealth or material possessions	273	132	22	264	120	28	144	50	25
517.	Makes spur of the moment decisions	291	162	22	257	62	28	108	27	25
518.	Sees the world as predominantly hostile and threatening	159	89	22	168	60	28	124	43	25
519.	Is rational and logical	591	73	22	500	131	28	104	20	25
520.	Thinks with a practical turn of mind	573	62	22	471	131	28	104	20	25
521.	Identifies kindness with weakness	218	119	22	214	74	28	128	45	25
522.	Sees job he is applying for as stepping stone to other vocational goals	477	95	22	425	148	28	116	37	25
523.	Socially bungling—inept in human relationships	150	66	22	196	73	28	108	27	25
524.	Protective of those close to him (family or close friends)	441	115	22	382	151	28	164	48	25
525.	Manifests a critical or fault finding attitude toward others	191	67	22	207	59	28	104	20	25
526.	Worried about failing to get ahead	277	117	22	279	115	28	124	43	25
527.	Severe in his self-criticism	332	114	22	250	91	28	128	45	25
528.	Dogmatic in his thinking, thinks only one way to look at a situation	168	63	22	221	72	28	104	20	25
529.	His posture and gait are proud	491	104	22	350	155	28	168	47	25
530.	Busy, constantly on the go	559	89	22	404	148	28	140	49	25
531.	Has a what's in it for me attitude	241	119	22	243	94	28	128	45	25
532.	Has a pessimistic view of human beings and their potentialities	182	103	22	196	50	28	128	45	25
533.	Has rigid moral attitudes	418	130	22	311	118	28	140	49	25
534.	Lacks confidence	164	64	22	218	71	28	104	20	25
535.	Lacks depth of personality	177	67	22	221	56	28	124	43	25
536.	Seems to be poor leadership material	132	70	22	239	77	28	108	27	25
537.	Seems very knowledgeable culturally	532	82	22	375	130	28	172	45	25
538.	Fears failure	300	138	22	275	127	28	128	45	25
539.	Wants to be admired	468	118	22	421	152	28	148	50	25
540.	Wants financial security	500	117	22	507	103	28	148	50	25

TABLE 10. SUMMARY STATISTICS FOR GENERAL MANAGEMENT (continued)

No. Item	FAVORABILITY			FREQUENCY			IMPORTANCE		
	Mean	SD	N	Mean	SD	N	Mean	SD	N
541. Would try to do what others expect	422	127	18	538	48	8	106	24	17
542. Would take risks when necessary	600	94	18	388	93	8	100	0	17
543. Would degrade others to enhance his own feelings of worth	150	69	18	250	71	8	100	0	17
544. Prides himself on his common sense	533	75	18	513	105	8	135	48	17
545. Lacks feeling of loyalty toward employers, schools, place of residence	200	75	18	300	100	8	100	0	17
546. Effective—gets things done correctly	661	49	18	425	120	8	100	0	17
547. Eager to get along with people	517	90	18	538	86	8	112	32	17
548. Uses people to benefit himself	300	133	18	250	50	8	112	32	17
549. Thinks clearly	667	47	18	425	120	8	100	0	17
550. Is a fast worker	544	101	18	400	112	8	118	38	17
551. Interested in people	600	75	18	475	97	8	106	24	17
552. Contemptuous of others	133	58	18	225	43	8	106	24	17
553. Straightforward in his dealings with other people	650	60	18	438	99	8	100	0	17
554. Afraid that others will perceive him as stupid	211	81	18	250	50	8	129	46	17
555. Cosmopolitan, at home in many different kinds of places and situations	578	79	18	338	111	8	135	48	17
556. Evaluates situation in terms of who is in control	344	142	18	338	111	8	106	24	17
557. Elated, has a happy mood	506	85	18	338	86	8	129	46	17
558. Frivolous, given to trifling	239	142	18	250	87	8	106	24	17
559. Has a creative mind	644	60	18	313	93	8	106	24	17
560. Has a good sense of humor	600	82	18	425	120	8	118	38	17
561. Has a career first, family second attitude	400	105	18	275	66	8	124	42	17
562. Knows what kind of job he wants	600	67	18	425	120	8	106	24	17
563. Took good advantage of educational opportunities	639	49	18	425	97	8	112	32	17
564. Lacks persistence	200	47	18	250	50	8	100	0	17
565. Aspires to jobs well beyond his abilities	350	134	18	375	139	8	100	0	17
566. Seemed preoccupied	272	73	18	200	50	8	100	0	17
567. Avoids arguments	317	83	18	400	132	8	106	24	17
568. Feels his life is meaningless	206	103	18	138	48	8	100	0	17
569. Wants authority	422	190	18	475	109	8	106	24	17
570. Seeks security	333	111	18	438	173	8	112	32	17

TABLE 10. SUMMARY STATISTICS FOR GENERAL MANAGEMENT (continued)

No.	Item	FAVORABILITY Mean	FAVORABILITY SD	FAVORABILITY N	FREQUENCY Mean	FREQUENCY SD	FREQUENCY N	IMPORTANCE Mean	IMPORTANCE SD	IMPORTANCE N
571.	Will accept responsibility for his work	642	55	33	586	76	22	100	0	25
572.	Would willingly put in extra hours for the company	621	109	33	541	89	22	104	20	25
573.	Would push and try to stretch limits to see what he can get away with	252	110	33	255	103	22	112	32	25
574.	Lacks a goal or purpose in life	206	85	33	305	146	22	136	48	25
575.	Does not take important matters seriously enough	206	65	33	236	57	22	108	27	25
576.	Finds it difficult to control his feelings	227	86	33	218	49	22	100	0	25
577.	Tends to act impulsively	230	87	33	245	58	22	108	28	24
578.	Takes moral offenses lightly	245	89	33	223	113	22	132	47	25
579.	Thinks analytically	585	123	33	423	128	22	108	28	24
580.	Pursues momentary satisfactions—demands immediate rewards	285	105	33	305	111	22	128	45	25
581.	Dislikes close supervision	479	127	33	395	149	22	152	50	25
582.	Can delegate authority	618	67	33	436	137	22	104	20	25
583.	Enthusiastic when meeting people for the first time	579	73	33	468	110	22	140	49	25
584.	Critical of others	303	87	33	309	116	22	120	40	25
585.	Spontaneous in dealing with people	530	97	33	432	136	22	128	45	25
586.	Afraid to take a chance	209	75	33	245	94	22	113	33	24
587.	Too quick to agree	248	86	33	300	95	22	113	33	24
588.	Accurate in his work	597	83	33	468	126	22	112	32	25
589.	Easy to suit, easily pleased	345	116	33	336	107	22	142	49	24
590.	Has common sense	612	73	33	514	81	22	104	20	25
591.	Has a fatalistic outlook on life	279	117	33	205	82	22	136	48	25
592.	Has a realistic view of himself	612	77	33	423	90	22	104	20	25
593.	Has extreme views on social issues	264	107	33	264	107	22	133	47	24
594.	Afraid to appear different	300	115	33	309	120	22	128	45	25
595.	Seeks a job well below his level of ability and training	200	82	33	182	72	22	104	20	25
596.	Seemed reluctant to talk about his past	215	89	33	214	46	22	108	27	25
597.	Fears novel situations where the outcome is doubtful	203	67	33	236	88	22	116	37	25
598.	Feels a need to be sure of things	306	118	33	327	125	22	121	41	24
599.	Wants power	345	158	33	314	142	22	108	27	25
600.	Seeks to have fun, enjoys himself, finds a good time	406	110	33	345	120	22	150	50	24

TABLE 10. SUMMARY STATISTICS FOR GENERAL MANAGEMENT (continued)

No.	Item	FAVORABILITY Mean	FAVORABILITY SD	FAVORABILITY N	FREQUENCY Mean	FREQUENCY SD	FREQUENCY N	IMPORTANCE Mean	IMPORTANCE SD	IMPORTANCE N
601.	Would be unlikely to ask for help on his job	323	117	22	288	93	24	124	43	38
602.	Would avoid situations where his performance could be inferior to others	282	98	22	317	111	24	113	33	39
603.	Will be loyal to the company	555	78	22	500	91	24	113	34	38
604.	Values creature-comforts (to eat well, avoid hard work, be luxurious)	250	84	22	263	111	24	127	44	37
605.	Places a high value on intellectual activities	545	78	22	342	129	24	162	49	39
606.	Sets self apart from others	373	109	22	288	120	24	124	43	38
607.	Sees world as dog-eat-dog place, everybody looks out for himself	282	103	22	304	134	24	126	44	39
608.	Places family interests above his own desires	486	81	22	371	124	24	127	44	37
609.	Is easily confused	191	51	22	221	41	24	103	16	39
610.	Considers himself an intellectual	450	99	22	250	100	24	158	49	38
611.	Dislikes work which is highly repetitive	464	123	22	471	134	24	126	44	39
612.	Poor at making small talk	336	77	22	279	96	24	159	49	37
613.	Reserved when meeting people for the first time	382	94	22	329	98	24	149	50	37
614.	Tolerant of others	523	73	22	433	94	24	108	27	39
615.	Considerate of other people in his dealings with them	568	55	22	467	94	24	100	0	39
616.	Conscious of social standing	418	103	22	458	138	24	165	48	37
617.	Socially perceptive, able to sense the feelings of others	577	120	22	392	100	24	100	0	39
618.	Highly motivated	627	45	22	413	105	24	108	27	39
619.	Placid, not easily disturbed or upset	505	136	22	350	104	24	113	33	39
620.	Has a good memory	582	57	22	400	112	24	122	41	37
621.	Has a warm personality	582	57	22	375	92	24	124	43	38
622.	Has an easy come, easy go attitude toward money	286	97	22	279	115	24	137	48	38
623.	Has broad knowledge, is well rounded intellectually	605	77	22	342	122	24	121	40	39
624.	Lacks drive	191	67	22	263	90	24	100	0	39
625.	Is setting his aim too low	259	94	22	229	68	24	133	47	39
626.	Seemed to consider this as just one of a long line of interviews	236	83	22	217	55	24	134	47	38
627.	Feels he's special and entitled to privileges or special consideration	241	107	22	250	100	24	113	33	39
628.	Applause-seeker, demands attention	264	107	22	229	61	24	126	44	39
629.	Wants to get ahead, to win	514	129	22	433	128	24	108	27	39
630.	Is a good organizer	627	54	22	379	100	24	103	16	39

TABLE 10. SUMMARY STATISTICS FOR GENERAL MANAGEMENT (continued)

No.	Item	FAVORABILITY Mean	FAVORABILITY SD	FAVORABILITY N	FREQUENCY Mean	FREQUENCY SD	FREQUENCY N	IMPORTANCE Mean	IMPORTANCE SD	IMPORTANCE N
631.	Cooperative	587	81	95	535	87	82	108	26	106
632.	Controlled	569	102	95	476	121	82	109	29	106
633.	Fussy	289	114	95	262	85	82	142	49	106
634.	Lazy	142	69	95	204	59	82	101	10	106
635.	Patient	537	104	95	444	105	82	117	38	105
636.	Apologetic	286	104	95	283	112	82	127	44	104
637.	Frank	562	78	95	463	119	82	114	35	106
638.	Compulsive	331	129	95	261	78	82	111	32	106
639.	Independent	542	99	95	411	136	82	118	38	106
640.	Nosey	299	129	95	255	109	82	125	43	106
641.	Aggressive	574	78	95	421	131	82	107	25	105
642.	Meticulous	469	112	95	340	111	82	139	49	103
643.	Open minded	599	66	95	445	117	82	109	28	105
644.	Dependable	628	83	95	520	97	82	100	0	105
645.	Shy	263	87	95	226	71	82	132	47	103
646.	Arrogant	192	89	95	216	59	82	109	28	105
647.	Immature	164	66	95	230	84	82	102	14	105
648.	Cheerful	559	70	95	493	105	82	129	45	105
649.	Trustworthy	635	68	95	534	100	82	106	23	104
650.	Aloof	278	93	95	229	69	82	128	45	105
651.	Realistic	627	54	22	486	109	28	108	28	24
652.	Self-righteous	286	155	22	239	77	28	133	47	24
653.	Possessive	350	156	22	243	94	28	146	50	24
654.	Cautious	409	128	22	311	111	28	125	43	24
655.	Insecure	186	69	22	229	65	28	117	37	24
656.	Thrifty	491	95	22	325	109	28	167	47	24
657.	Careless	155	66	22	204	68	28	104	20	24
658.	Timid	173	69	22	200	60	28	121	41	24
659.	Submissive	186	87	22	207	65	28	108	28	24
660.	Adventurous	545	99	22	375	135	28	138	48	24

TABLE 10. SUMMARY STATISTICS FOR GENERAL MANAGEMENT (continued)

No. Item	FAVORABILITY			FREQUENCY			IMPORTANCE		
	Mean	SD	N	Mean	SD	N	Mean	SD	N
661. Narrow minded	182	57	22	218	71	28	108	27	25
662. Thoughtful	600	60	22	439	132	28	116	37	25
663. Hasty	282	107	22	257	90	28	112	32	25
664. Dignified	559	83	22	400	122	28	160	49	25
665. Sophisticated	505	88	22	364	132	28	176	43	25
666. Bigoted	145	58	22	189	62	28	112	32	25
667. Snobbish	141	58	22	189	49	28	120	40	25
668. Dramatic, affected and theatrical	227	117	22	211	41	28	120	40	25
669. A leader	659	72	22	411	150	28	108	27	25
670. Thick skinned	518	159	22	361	137	28	120	40	25
671. Self-sufficient	583	69	18	425	120	8	106	24	17
672. Conscientious	617	69	18	475	109	8	100	0	17
673. Petty	183	76	18	213	33	8	124	42	17
674. Sociable	567	58	18	513	117	8	106	24	17
675. Fickle	217	76	18	213	60	8	118	38	17
676. Helpful	606	78	18	513	117	8	100	0	17
677. Self-centered	317	101	18	275	66	8	118	38	17
678. Outgoing	583	69	18	413	93	8	118	38	17
679. Irritable	206	78	18	238	48	8	112	32	17
680. Serious	522	85	18	450	122	8	124	42	17
681. Sarcastic	200	75	18	225	43	8	106	24	17
682. Mystical	228	93	18	188	60	8	135	48	17
683. Enthusiastic	639	76	18	475	120	8	100	0	17
684. Suggestible	467	145	18	400	112	8	119	39	16
685. Masculine	550	90	18	525	148	8	129	46	17
686. Depressed	233	120	18	163	48	8	100	0	17
687. Grateful, appreciative	483	117	18	425	130	8	118	38	17
688. A playboy	217	83	18	238	48	8	118	38	17
689. A conformist	267	75	18	325	156	8	135	48	17
690. A showoff	211	66	18	200	50	8	118	38	17

TABLE 10. SUMMARY STATISTICS FOR GENERAL MANAGEMENT (continued)

No.	Item	FAVORABILITY			FREQUENCY			IMPORTANCE		
		Mean	SD	N	Mean	SD	N	Mean	SD	N
691.	Personable	585	66	33	536	98	22	116	37	25
692.	Kind	539	78	33	509	104	22	140	49	25
693.	Subdued	306	89	33	245	72	22	144	50	25
694.	Nervous	248	86	33	277	90	22	128	45	25
695.	Friendly	564	88	33	564	83	22	116	37	25
696.	Quiet	376	95	33	323	108	22	148	50	25
697.	Responsible	612	64	33	577	52	22	100	0	25
698.	Pessimistic	236	85	33	223	90	22	120	40	25
699.	Stable	600	70	33	532	76	22	100	0	25
700.	Eccentric	239	118	33	182	89	22	116	37	25
701.	Objective	594	78	33	477	108	22	104	20	25
702.	Tough	476	113	33	323	108	22	116	37	25
703.	Proud	476	102	33	459	123	22	132	47	25
704.	Ambitious	588	73	33	550	78	22	104	20	25
705.	Effeminate	176	85	33	195	77	22	108	27	25
706.	Energetic	618	52	33	527	101	22	100	0	25
707.	Genial, friendly and warm	597	76	33	505	82	22	128	45	25
708.	A hypochondriac	182	83	33	182	65	22	112	32	25
709.	A jack of all trades	339	132	33	291	124	22	152	50	25
710.	A mixer	548	86	33	459	107	22	148	50	25
711.	Optimistic	536	71	22	471	102	24	131	46	39
712.	Gloomy	259	65	22	188	44	24	115	36	39
713.	Anxious	382	107	22	354	144	24	131	46	39
714.	Generous	464	71	22	354	104	24	176	43	38
715.	Loyal	555	78	22	467	107	24	105	22	39
716.	Courteous	582	65	22	525	83	24	113	33	39
717.	Overbearing	223	104	22	208	57	24	110	30	39
718.	Easygoing	359	94	22	321	115	24	135	48	37
719.	Intellectually mature	582	72	22	442	119	24	110	30	39
720.	Stubborn	341	119	22	258	70	24	113	33	39

TABLE 10. SUMMARY STATISTICS FOR GENERAL MANAGEMENT (continued)

	FAVORABILITY			FREQUENCY			IMPORTANCE		
No. Item	Mean	SD	N	Mean	SD	N	Mean	SD	N
721. Defensive	264	88	22	288	97	24	121	40	39
722. Jovial	473	81	22	313	97	24	168	47	37
723. Self-confident	595	56	22	471	98	24	105	22	39
724. Enterprising	609	73	22	429	114	24	108	27	39
725. Self-conscious	341	83	22	283	107	24	130	46	37
726. Even-tempered	550	78	22	463	75	24	105	22	39
727. Businesslike, efficient, and practical	614	62	22	483	103	24	100	0	39
728. A family man	500	85	22	479	122	24	156	50	39
729. A gossip	209	85	22	217	85	24	108	27	39
730. A take-charge guy	536	119	22	383	137	24	110	30	39

Table 11 is presented as an aid in interpreting the mean favorability, frequency, and importance ratings shown in Table 10. Table 11 shows the deciles for the appropriate distributions of means.

Table 11

Deciles for the distributions of mean ratings of favorability, frequency and importance in the Management in General item pool.

Decile	Favorability	Frequency	Importance
10	6.7	6.5	2.0
9	5.8	4.8	1.7
8	5.4	4.3	1.6
7	5.0	3.8	1.4
6	4.5	3.3	1.3
5	4.0	2.9	0.0
4	3.5	2.5	1.2
3	3.0	2.3	1.1
2	2.6	2.0	
1	2.1	1.7	1.0
Lowest Mean	1.3	1.2	1.0

The *Checklist for General Management Jobs* is presented in Table 12. In this 60 item checklist, 30 items have favorability ratings between 1.95 and 3.55, frequency ratings between 1.95 and 3.55, and importance ratings between 1.00 and 1.25, while the remaining 30 items have favorability ratings ranging from 4.45 through 6.04, base rates from 2.95 to 5.05, and relevance rates from 1.00 to 1.25.

Table 12

The Management in General Checklist

Instructions

At the conclusion of the interview, describe the interviewee by checking the items which best apply to him. Cross off any items you were not able to observe. Describe the applicant as accurately as possible, so check the items which apply, regardless of whether they are favorable or unfavorable.

Management in General

Check the items that apply

	Item Number
_____Scored high on all screening tests.	19
_____Looked you in the eye.	152
_____Spoke forcefully.	205
_____Asked about company training programs.	77
_____Drew from a large vocabulary when speaking.	131
_____Speech was grammatically precise.	271

Check the items that apply

_____Is markedly overweight.	304
_____Is over-qualified for the job he's being interviewed for	204
_____Explains things in unnecessary detail.	202

	Item Number
______Has worked in many different occupations.	255
______Did a sloppy job of completing the application form.	269
______Lost his train of thought while talking.	133

Check the items that apply

______Attended a college which has an excellent scholastic reputation.	55
______Kept the conversation going.	22
______Earned half of his school expenses.	128
______Is presently active in one outside group (civic, fraternal, political).	112
______Asked about his potential supervision.	284
______Appeared calm and relaxed throughout the entire interview.	156

Check the items that apply

______Gave curved answers to straight questions.	148
______Has had very few pay raises on previous jobs.	256
______Is having family problems.	241
______Is a high school graduate—no college.	123
______Has never supervised others' work.	46
______Appeared ill-at-ease during the entire interview.	26

Check the items that apply

______Says he is very careful when making a decision.	387
______Says he is a fast thinker.	383
______Says he likes to study human nature and wants to understand people.	488
______Says he likes variety and change in a job.	338
______Says he drives himself steadily (doesn't work by fits and starts).	380
______Says most people seem to like him.	403

Check the items that apply

______Says he likes methodical work.	419
______Says he is a very cautious person.	396
______Likes to do own planning, no interruptions or suggestions from others.	345
______Feels he's gotten nowhere and must change jobs now or never.	311
______Says he likes regular hours for work.	379
______Says he makes a principle of never taking his job home with him.	319

Check the 3 items that apply best

______Would take risks when necessary.	542
______Has broad knowledge, is well-rounded intellectually.	623
______Controls his emotions effectively.	506
______Thinks analytically.	579
______Socially perceptive, able to sense the feelings of others.	617
______Has a warm personality.	621

Check the 3 items that apply best

______Too quick to agree.	587
______Would push and try to stretch limits to see what he can get away with.	573
______Finds it difficult to control his feelings.	576
______Seemed reluctant to talk about his past.	596
______Would give in to avoid controversy.	508
______Afraid to take a chance	586

Check the 3 items that apply best

______Stable. 699
______Self-confident. 723
______Thoughtful. 662
______Objective. 701
______Outgoing. 678
______Aggressive. 641

Check the 3 items that apply best

______Defensive. 721
______Pessimistic. 698
______A playboy. 688
______Overbearing. 717
______A showoff. 690
______Irritable. 679

Chapter 6

Engineering Item Statistics and Checklist

While the engineering category was defined to include architects, physical scientists, and technicians and engineering assistants, 97% of the 332 job titles in this category were simply engineer. Since most of our respondents made no effort to identify particular kinds of engineers, we did not try to report separate data for each of the varieties of engineers (civil, mechanical, chemical, electrical, aeronautical, metallurgical, etc.).

Some characteristics of the 332 engineering respondents are shown in Table 13.

Table 13

Some characteristics of the 322 respondents who completed questionnaires in the job context of Engineer.

	Number	Percent
Characteristics		
Male	326	98
Female	6	2
Job Title		
Interviewer 25% time or less	24	7
Interviewer 26% time or more	27	8
Assistant 25% time or less	27	8
Assistant 26% time or more	16	5
Manager of division in personnel	85	26
Executive of personnel department	73	22
Other positions in personnel	20	6
Supervisor of ________________, not in personnel	8	2
Manager of ________________, not in personnel	39	12
Other positions, not in personnel	13	4
Type of Organization		
Bank & Trust Company	0	0
Government Office	8	12
Insurance Companies	0	0
Industrial Manufacturing	132	40
Consumer goods, Manufacturing	33	10
Oil Companies	33	10
Research Organizations	20	6
Service/Sales	54	16
Telephone Company	1	1
Other (includes schools)	1	1
Respondent's Education		
No answer	2	1
Elementary (grades 1-8)	1	1
Some Secondary (grades 9-11)	0	0
Completed Secondary (grade 12)	5	2
Some College	36	11
Undergraduate degree (B.S. or B.A.)	186	56
Some graduate work	31	9
M.A. degree	66	20
Work beyond M.A.	2	1
Ph.D. degree	3	1

Estimated number of interviews in last year		
Under 50	47	14
50-99	33	10
100-199	70	21
200-299	44	13
300-399	42	13
400-599	36	11
600-799	17	5
800-999	18	5
1000-1999	19	6
2000 or more	6	2
Do you use an interview guide?		
No	233	70
Yes	75	23
No answer	24	7
Have you ever held this position (Engineer)?		
No	192	58
Yes	123	37
No answer	17	5
What opportunities for interviewing training have you had?		
No spec. opportunities, just practical experience	78	23
On-the-job training	248	75
Workshops & seminars	240	72
Formal courses	138	42

The respondents were asked to estimate the average length of their interviews with applicants for engineering jobs. The median estimated length was 30 minutes, with a range from 5 minutes to 5-6 hours.

The respondents also estimated the proportion of engineering applicants who are hired by their organizations. The median estimated selection ratio was 15%, with the first quartile at 7% and the third quartile at 30%.
The median reported years of interviewing experience was 8 years, with a range from less than 3 months to 37 years.

The respondents' median age was 38 years, with a range from 23 to 64.

Summary statistics for the 730 items are presented in Table 14. Its format and interpretation is similar to that of Table 6 in Chapter 4.

Table 14

Summary statistics for the Engineering category.

TABLE 14. SUMMARY STATISTICS FOR ENGINEER

No.	Item	FAVORABILITY			FREQUENCY			IMPORTANCE		
		Mean	SD	N	Mean	SD	N	Mean	SD	N
1.	Grew up in a large city	414	72	124	404	105	106	187	33	102
2.	Grew up in a predominantly rural or farming area	405	76	124	281	92	106	181	39	102
3.	Has traveled extensively	460	91	124	295	111	106	172	45	101
4.	Was active in many groups in high school	529	93	124	371	110	106	140	49	102
5.	Had no outside activities in college	287	88	124	258	105	106	126	44	102
6.	Worked his way through college—earned all his expenses	590	82	124	305	98	106	117	37	103
7.	Was drafted into the service	417	56	124	282	127	106	180	40	103
8.	Has been married two years	465	77	124	343	149	106	170	46	102
9.	Just moved to this community	407	60	124	243	120	106	173	44	103
10.	Is currently using vacation time to seek a new job	460	95	124	223	92	106	166	47	101
11.	Made good use of his chances for advancement	597	59	124	415	116	106	103	17	104
12.	Has held jobs involving supervisory responsibilities	540	113	124	322	125	106	112	32	103
13.	Has been employed by a competing firm	515	114	124	312	153	106	117	37	103
14.	Is currently receiving unemployment compensation	238	113	124	122	71	106	131	46	100
15.	Has a record of special achievement and outstanding reward in his work	651	65	124	317	124	106	104	19	104
16.	Has been on present job six months or less	297	93	124	212	115	106	113	33	103
17.	Has held a great many jobs, each for a short time	148	64	124	203	96	106	102	14	104
18.	Asked how much his pay would be	392	99	124	388	183	106	154	50	102
19.	Scored high on all screening tests	561	88	124	413	141	106	126	44	99
20.	Didn't say much—limited his answers to simple yes and no replies	227	80	124	220	95	106	108	27	103
21.	Looked down and/or away while talking or listening	253	84	124	230	84	106	117	38	103
22.	Kept the conversation going	510	87	124	437	120	106	123	42	104
23.	His self-expression is natural and spontaneous	585	75	124	430	113	106	112	32	104
24.	Smiled frequently	495	85	124	416	108	106	160	49	100
25.	Expressed his ideas well	635	61	124	457	106	106	101	10	104
26.	Appeared ill-at-ease during the entire interview	266	92	124	230	73	106	115	36	104
27.	Frequently used slang	285	80	124	236	118	106	129	45	103
28.	Frequently adjusted his position in the chair when talking to you	350	67	124	282	113	106	161	49	101
29.	Was appropriately dressed	552	79	124	605	59	106	109	28	103
30.	Was sloppily dressed	213	82	124	179	74	106	103	17	104

TABLE 14. SUMMARY STATISTICS FOR ENGINEER (continued)

No.	Item	FAVORABILITY			FREQUENCY			IMPORTANCE		
		Mean	SD	N	Mean	SD	N	Mean	SD	N
31.	Is single	393	41	40	373	137	26	187	34	38
32.	Is separated from spouse	332	82	40	212	128	26	155	50	38
33.	Has been married ten years	455	97	40	300	130	26	176	43	38
34.	Got married while attending college	402	27	40	300	107	26	189	31	38
35.	Spouse is a high school graduate	420	56	40	562	142	26	184	36	38
36.	Has lived in the community for two years	438	70	40	304	134	26	179	41	38
37.	Comes from a lower class family	398	27	40	258	74	26	189	31	38
38.	Plans to use public transportation to work and lives a long way off	298	85	40	165	107	26	134	47	38
39.	Does not own a car	350	74	40	200	127	26	155	50	38
40.	Owns his home	460	73	40	362	155	26	174	44	38
41.	Lives in an upper class neighborhood	427	55	40	319	121	26	187	34	38
42.	Presently active in no outside civic groups (fraternal, political, etc.)	350	89	40	273	119	26	161	49	38
43.	Is in heavy debt	223	101	40	219	124	26	108	27	38
44.	Has a savings account	475	66	40	435	111	26	182	39	38
45.	Has never had a permanent job before (just part time ones)	378	88	40	292	169	26	119	39	37
46.	Has never supervised others' work	388	46	40	388	160	26	155	50	38
47.	Has received many large raises on previous jobs	533	88	40	227	76	26	116	36	38
48.	Has collected unemployment compensation once in his lifetime	378	52	40	181	83	26	184	36	38
49.	Has been on his present job three years	500	97	40	331	126	26	145	50	38
50.	Held three or more jobs in the past four years	223	88	40	231	114	26	103	16	38
51.	Served as an officer in armed forces	520	81	40	296	90	26	142	49	38
52.	Had an "A" average in high school	585	79	40	273	109	26	126	44	38
53.	Graduated from a vocational skills program in high school	360	145	40	181	68	26	158	49	38
54.	Had a "C" average in college	305	120	40	312	101	26	126	44	38
55.	Attended a college which has an excellent scholastic reputation	575	77	40	473	109	26	111	31	38
56.	Has had some college	270	165	40	519	232	26	114	34	37
57.	Is a college graduate	608	103	40	623	97	26	100	0	38
58.	Earned about ¼ of his expenses while at school	513	68	40	450	115	26	132	46	38
59.	Has average intelligence	365	109	40	519	164	26	124	43	38
60.	Made grammatical errors on the application form	265	85	40	281	139	26	121	41	38

TABLE 14. SUMMARY STATISTICS FOR ENGINEER (continued)

No.	Item	FAVORABILITY Mean	FAVORABILITY SD	FAVORABILITY N	FREQUENCY Mean	FREQUENCY SD	FREQUENCY N	IMPORTANCE Mean	IMPORTANCE SD	IMPORTANCE N
61.	Asked same question over, or asked question already answered	275	77	40	258	139	26	118	39	38
62.	Gave long, drawn out answers	263	89	40	285	106	26	116	36	38
63.	Forgot what he was talking about	228	89	40	169	54	26	103	16	38
64.	Intends to make a career with the company	527	102	40	462	121	26	116	36	38
65.	Mumbled	235	85	40	208	117	26	108	27	38
66.	Spoke loudly	320	98	40	227	94	26	142	49	38
67.	Has a deep voice	430	46	40	304	122	26	197	16	38
68.	Spoke at a normal speed	480	78	40	550	93	26	158	49	38
69.	Talked too slowly	323	65	40	227	106	26	145	50	38
70.	Diction was precise	510	70	40	350	118	26	150	50	38
71.	Spoke melodiously	380	87	40	231	107	26	166	47	38
72.	Frequently slurred words	29	66	40	235	100	26	126	44	38
73.	Paused before answering questions—appeared to be thinking out answer	493	69	40	365	127	26	126	44	38
74.	Uses dramatic and intense words to describe everyday activities	330	81	40	227	102	26	147	50	38
75.	Asked about retirement benefits	368	113	40	358	174	26	158	49	38
76.	Asked to meet his potential supervisor	513	95	40	404	203	26	129	45	38
77.	Asked about company training programs	530	84	40	465	130	26	126	44	38
78.	Gave vague, general answers to most questions	240	70	40	250	122	26	100	0	38
79.	Interrupted you while you were speaking	282	86	40	212	80	26	121	41	38
80.	Frowns frequently	303	94	40	219	111	26	163	48	38
81.	Frequently runs fingers through hair	310	77	40	196	113	26	158	49	38
82.	Chewed nails during the interview	210	80	40	146	118	26	124	43	38
83.	Has firm handshake	488	78	40	542	84	26	132	46	38
84.	Crossed and uncrossed legs often	360	54	40	258	121	26	184	36	38
85.	Slouched in chair	282	54	40	258	115	26	116	36	38
86.	Appeared edgy and nervous throughout the entire interview	270	71	40	238	84	26	116	36	38
87.	Smokes	398	16	40	431	146	26	192	27	38
88.	Was well groomed	555	67	40	573	59	26	116	36	38
89.	Has a large nose	395	22	40	212	70	26	200	0	38
90.	Has a medium build	398	16	40	427	102	26	200	0	38

TABLE 14. SUMMARY STATISTICS FOR ENGINEER (continued)

No.	Item	FAVORABILITY			FREQUENCY			IMPORTANCE		
		Mean	SD	N	Mean	SD	N	Mean	SD	N
91.	Has a good complexion	425	49	40	538	100	26	189	31	38
92.	Has bad breath	255	84	40	215	117	26	142	49	38
93.	Bald	388	51	40	219	92	26	200	0	38
94.	Needs a shave	213	84	40	169	123	26	108	27	38
95.	Is about 5 feet 6 inches tall	388	51	40	238	88	26	197	16	38
96.	Is about 6 feet 6 inches tall	395	38	40	181	73	26	192	27	38
97.	Markedly underweight	338	76	40	173	59	26	161	49	38
98.	Weighs about 175 lbs.	400	0	40	377	105	26	197	16	38
99.	Is about 19 years old	278	108	40	142	101	26	139	49	38
100.	Is about 35 years old	388	105	40	312	122	26	166	47	38
101.	Is engaged to be married	445	67	20	233	47	3	150	50	10
102.	Is divorced	340	80	20	233	47	3	150	50	10
103.	Has been married five years	490	89	20	433	125	3	167	47	9
104.	Has no children	395	22	20	233	47	3	178	42	9
105.	Spouse is a college graduate	485	65	20	333	125	3	180	40	10
106.	Has lived in the community all his life	435	91	20	233	125	3	160	49	10
107.	Comes from a well-to-do family	400	0	20	233	47	3	180	40	10
108.	Plans to ride in a car pool	390	70	20	133	47	3	190	30	10
109.	Owns a car	450	67	20	633	47	3	170	46	10
110.	Rents a house	405	59	20	333	47	3	180	40	10
111.	Recently purchased a new home	495	92	20	467	47	3	160	49	10
112.	Is presently active in one outside group (civic, fraternal, political)	540	58	20	433	94	3	110	30	10
113.	Has a poor credit rating	160	66	20	233	47	3	110	30	10
114.	Has no savings account, spends what he earns	290	83	20	233	94	3	133	47	9
115.	Has changed jobs many times	160	66	20	233	47	3	100	0	10
116.	Previous employer gave him a good reference	585	57	20	600	82	3	100	0	10
117.	Has increased his monthly pay through one of his last job changes	475	70	20	567	47	3	110	30	10
118.	Is currently employed and is looking for a new job	460	80	20	567	94	3	140	49	10
119.	Is currently employed and is looking for an additional (part time) job	265	119	20	133	47	3	133	47	9
120.	Has served in the armed services	550	87	20	500	82	3	110	30	10

TABLE 14. SUMMARY STATISTICS FOR ENGINEER (continued)

No.	Item	FAVORABILITY Mean	FAVORABILITY SD	FAVORABILITY N	FREQUENCY Mean	FREQUENCY SD	FREQUENCY N	IMPORTANCE Mean	IMPORTANCE SD	IMPORTANCE N
121.	Had a "D" average in high school	220	98	20	167	47	3	122	42	9
122.	Had no outside activities in high school	290	77	20	200	0	3	130	46	10
123.	Is a high school graduate—no college	170	105	20	200	82	3	111	31	9
124.	Had a "B" average in college	575	43	20	367	94	3	110	30	10
125.	Was active in several groups while attending college	570	46	20	367	94	3	110	30	10
126.	Has had one year of college	200	134	20	300	141	3	111	31	9
127.	Has a Master's degree	605	107	20	267	47	3	100	0	10
128.	Earned half of his school expenses	575	77	20	300	0	3	130	46	10
129.	Takes shorthand	410	126	20	133	47	3	190	30	10
130.	Misspelled words on the application form	220	81	20	233	47	3	110	30	10
131.	Drew from a large vocabulary when speaking	550	74	20	300	0	3	130	46	10
132.	Was to-the-point, gave short answers	475	126	20	267	47	3	133	47	9
133.	Lost his train of thought while talking	235	65	20	267	47	3	130	46	10
134.	Has a police record	185	101	20	167	47	3	100	0	10
135.	Has an accent	380	51	20	233	47	3	190	30	10
136.	Spoke too softly—was hard to hear	300	84	20	267	47	3	160	49	10
137.	Has a high pitched voice	340	80	20	233	47	3	180	40	10
138.	Talked too fast	295	80	20	267	47	3	180	40	10
139.	Is articulate	530	78	20	367	125	3	130	46	10
140.	Drawled	355	74	20	200	82	3	180	40	10
141.	Spoke in a monotone	325	89	20	200	82	3	150	50	10
142.	Voice seemed strained	310	89	20	233	47	3	170	46	10
143.	Used impersonal, unemotional language in talking about himself	325	109	20	233	47	3	160	49	10
144.	Cursed—used profanity	185	91	20	133	47	3	110	30	10
145.	Asked about his potential co-workers	470	95	20	200	82	3	130	46	10
146.	Asked about fringe benefits	470	71	20	567	94	3	140	49	10
147.	Asked questions about the job duties of the position he is seeking	585	65	20	633	47	3	110	30	10
148.	Gave curved answers to straight questions	250	67	20	233	47	3	110	30	10
149.	Blushed often during the interview	320	87	20	167	94	3	167	47	9
150.	Chewed gum	220	103	20	100	0	3	130	46	10

TABLE 14. SUMMARY STATISTICS FOR ENGINEER (continued)

No.	Item	FAVORABILITY			FREQUENCY			IMPORTANCE		
		Mean	SD	N	Mean	SD	N	Mean	SD	N
151.	Rubbed hand over mouth often	285	91	20	267	47	3	178	42	9
152.	Looked you in the eye	535	91	20	467	125	3	160	49	10
153.	Has an expressive face	505	80	20	300	0	3	170	46	10
154.	Placed elbow on desk	345	80	20	267	47	3	170	46	10
155.	Gripped armrests tightly or ran hands along them nervously	300	84	20	200	82	3	150	50	10
156.	Appeared calm and relaxed throughout the entire interview	540	80	20	500	82	3	150	50	10
157.	Smoked a lot	340	66	20	267	47	3	180	40	10
158.	Wears rings—other than a wedding band	395	22	20	400	82	3	189	31	9
159.	Is physically handicapped	345	74	20	200	0	3	122	42	9
160.	Has buck teeth	360	73	20	133	47	3	189	31	9
161.	Wears white socks with a dark suit	285	106	20	233	47	3	170	46	10
162.	Has a poor complexion	360	73	20	267	47	3	180	40	10
163.	Has chewed fingernails	305	92	20	167	47	3	150	50	10
164.	Has dandruff	340	66	20	233	47	3	160	49	10
165.	Is less than 5 feet tall	355	97	20	200	82	3	180	40	10
166.	Is about 5 feet 9 inches tall	410	44	20	433	125	3	189	31	9
167.	Weighs about 100 lbs.	345	97	20	100	0	3	180	40	10
168.	Weighs about 200 lbs.	395	38	20	333	47	3	200	0	8
169.	Is 21 years old	425	62	20	233	94	3	160	49	10
170.	Is about 40 years old	390	70	20	333	47	3	160	49	10
171.	Is married	432	70	22	429	145	55	153	50	34
172.	Has been divorced and is now married	391	60	22	187	57	55	165	48	34
173.	Just married	409	42	22	247	71	55	165	48	34
174.	Has two dependent children	436	71	22	329	144	55	171	46	34
175.	Spouse works full time	400	52	22	247	78	55	171	46	34
176.	Comes from a small family	405	21	22	351	91	55	194	24	34
177.	Has lived in many areas of the country	455	66	22	256	68	55	179	40	34
178.	Has dependable transportation available for getting to work	468	76	22	598	127	55	150	50	34
179.	Has two cars	418	65	22	316	142	55	197	17	34
180.	Lives close to work	427	45	22	438	134	55	182	38	34

TABLE 14. SUMMARY STATISTICS FOR ENGINEER (continued)

No.	Item	FAVORABILITY Mean	FAVORABILITY SD	FAVORABILITY N	FREQUENCY Mean	FREQUENCY SD	FREQUENCY N	IMPORTANCE Mean	IMPORTANCE SD	IMPORTANCE N
181.	Lives in a lower class neighborhood	391	42	22	185	77	55	182	38	34
182.	Presently active in an outside group (civic, fraternal, political, etc.)	500	60	22	380	134	55	144	50	34
183.	Has a good credit rating	527	91	22	547	128	55	121	40	34
184.	Is now a teacher	423	95	22	175	77	55	162	49	34
185.	Has been employed in a wide variety of positions	382	111	22	244	91	55	118	38	34
186.	Most recent employer gave him a bad reference	255	66	22	185	120	55	103	17	33
187.	Has taken a pay cut on one of his last jobs	318	72	22	187	101	55	115	35	34
188.	Is currently unemployed and worked for past employer less than one year	264	83	22	189	112	55	106	24	33
189.	Has been on present job one year	386	55	22	333	172	55	145	50	33
190.	Discharged from the service as a private—no promotions	291	85	22	165	84	55	153	50	34
191.	Had a "C" average in high school	336	83	22	258	102	55	150	50	34
192.	Was president of senior class in high school	491	73	22	211	82	55	126	44	34
193.	Worked while in high school	486	69	22	356	140	55	138	49	34
194.	Had an "A" average in college	623	73	22	229	82	55	106	24	34
195.	Is attending evening classes	573	62	22	365	121	55	118	38	34
196.	Has had two years of college	255	170	22	436	254	55	106	24	33
197.	Has a Ph.D. degree	477	191	22	198	86	55	112	32	34
198.	Earned 75 percent of his expenses while at school	559	58	22	331	97	55	109	28	34
199.	Knows how to type	409	29	22	262	121	55	200	0	34
200.	Followed directions when filling out application form	505	107	22	565	140	55	124	42	34
201.	Used many big words	373	75	22	260	91	55	168	47	34
202.	Explains things in unnecessary detail	314	81	22	258	95	55	124	42	34
203.	Asked clear questions, it is easy to tell what he wants to know	600	52	22	467	144	55	106	24	34
204.	Is over-qualified for the job he's being interviewed for	305	115	22	220	77	55	112	32	34
205.	Spoke forcefully	491	95	22	362	102	55	118	38	34
206.	Voice carries well	482	65	22	427	118	55	153	50	34
207.	Voice had normal pitch	455	72	22	500	126	55	159	49	34
208.	Spoke with a slow, steady pace	405	77	22	353	119	55	162	49	34
209.	Speech was concise	509	73	22	413	103	55	124	42	34
210.	Stuttered	300	80	22	167	54	55	135	48	34

TABLE 14. SUMMARY STATISTICS FOR ENGINEER (continued)

No. Item	FAVORABILITY			FREQUENCY			IMPORTANCE		
	Mean	SD	N	Mean	SD	N	Mean	SD	N
211. Talked out of the side of his mouth	323	79	22	153	50	55	147	50	34
212. Cleared his throat several times	386	34	22	233	57	55	171	46	34
213. Uses phrases like—do you understand, know what I mean, is that clear	291	79	22	207	97	55	135	48	34
214. Asked about promotion possibilities	518	72	22	504	148	55	121	40	34
215. Asked about working conditions	500	74	22	480	146	55	126	44	34
216. Pressed for details about the job	541	89	22	451	140	55	115	35	34
217. Applicant has a rapid tempo—responds, speaks, and moves at a fast rate	468	82	22	300	121	55	124	42	34
218. Laughed a lot	391	73	22	238	73	55	159	49	34
219. Kept his mouth open when not talking	332	70	22	162	73	55	170	46	33
220. Blinks a lot	350	58	22	176	54	55	162	49	34
221. Sat with hands behind head	264	88	22	140	49	55	138	49	34
222. Used his hands while talking (gesture)	418	65	22	347	133	55	179	40	34
223. Awkward, bodily postures and movements lack grace and ease	355	58	22	225	74	55	159	49	34
224. Sat rigidly upright in chair	355	50	22	224	87	55	156	50	34
225. Tapped foot nervously	295	77	22	155	57	55	135	48	34
226. Smokes while talking to you	395	21	22	360	133	55	182	38	34
227. Listened attentively	545	66	22	542	119	55	109	28	34
228. Flamboyant in personal attire	314	81	22	207	106	55	129	46	34
229. Medical records and his appearance indicate he is in excellent health	573	91	22	573	115	55	112	32	34
230. Has a crew cut	432	70	22	289	98	55	197	17	34
231. Was over dressed	332	76	22	165	67	55	156	50	34
232. There was lint on his clothes	341	49	22	185	67	55	168	47	34
233. Has long hair	273	101	22	215	105	55	141	49	34
234. Wears a beard	264	119	22	149	60	55	147	50	34
235. Is about 5 feet tall	350	72	22	145	57	55	168	47	34
236. Is about 6 feet tall	423	52	22	451	109	55	182	38	34
237. Weighs about 125 lbs.	368	63	22	162	52	55	168	47	34
238. Weighs about 225 lbs.	373	54	22	242	95	55	174	44	34
239. Is about 25 years old	450	66	22	402	127	55	150	50	34
240. Is about 45 years old	323	117	22	225	88	55	144	50	34

TABLE 14. SUMMARY STATISTICS FOR ENGINEER (continued)

No.	Item	FAVORABILITY			FREQUENCY			IMPORTANCE		
		Mean	SD	N	Mean	SD	N	Mean	SD	N
241.	Is having family problems	267	89	42	173	62	22	118	39	22
242.	Is widowed	398	27	42	155	50	22	180	40	20
243.	Got married while attending high school	360	69	42	136	57	22	160	49	20
244.	Has six dependent children	400	38	42	155	58	22	170	46	20
245.	Spouse is a teacher	438	69	42	245	84	22	185	36	20
246.	Comes from a middle class family	419	45	42	482	103	22	185	36	20
247.	Comes from a broken home	371	55	42	191	67	22	180	40	20
248.	Lives in the suburbs	407	26	42	436	123	22	190	30	20
249.	Is now renting an apartment	410	37	42	355	153	22	195	22	20
250.	Lives in a middle class neighborhood	412	39	42	464	133	22	185	36	20
251.	Frequently entertains others in his home	433	64	42	368	129	22	180	40	20
252.	Has no outstanding debts	502	86	42	295	152	22	165	48	20
253.	Carries no life insurance	336	81	42	191	67	22	165	48	20
254.	Was fired from his last job	195	75	42	155	50	22	100	0	22
255.	Has worked in many different occupations	274	122	42	195	77	22	100	0	22
256.	Has had very few pay raises on previous jobs	250	91	42	205	64	22	105	21	22
257.	Has never collected unemployment compensation	481	98	42	473	218	22	165	48	20
258.	Is currently unemployed and worked for past employer for 3 years	381	103	42	159	58	22	119	39	21
259.	Held one job for past 4 years	495	105	42	336	137	22	114	34	22
260.	Was dishonorably discharged from the army	198	161	42	127	62	22	100	0	21
261.	Had a "B" average in high school	521	91	42	505	107	22	164	48	22
262.	Dropped out of high school	183	97	42	118	39	22	109	29	22
263.	Had a "D" average in college work	152	63	42	127	45	22	109	29	22
264.	Attended a college which has a poor scholastic reputation	257	82	42	182	49	22	118	39	22
265.	Graduated from technical or vocational school after high school	438	136	42	195	119	22	118	39	22
266.	Has had three years of college	305	156	42	395	227	22	105	21	22
267.	Earned none of his expenses while at school	357	66	42	264	123	22	171	45	21
268.	Hasn't been in the armed services	390	29	42	386	132	22	152	50	21
269.	Did a sloppy job of completing the application form	255	82	42	245	103	22	105	21	22
270.	Expressed thoughts clearly and distinctly	605	72	42	491	116	22	100	0	22

TABLE 14. SUMMARY STATISTICS FOR ENGINEER (continued)

No.	Item	FAVORABILITY Mean	SD	N	FREQUENCY Mean	SD	N	IMPORTANCE Mean	SD	N
271.	Speech was grammatically precise	533	94	42	427	129	22	114	35	21
272.	Used inappropriate words	274	54	42	250	78	22	114	34	22
273.	Is seeking part-time employment	290	132	42	136	57	22	114	34	22
274.	Friend or relative employed by company told about employment opportunity	467	75	42	259	107	22	157	49	21
275.	Came for interview, result of special recruiting campaign by company	481	96	42	441	170	22	157	49	21
276.	Was referred by the state employment service	395	79	42	150	50	22	145	50	20
277.	Was referred by the placement office at the school he attended	490	106	42	282	134	22	157	49	21
278.	Was referred by a private employment agency	407	91	42	364	143	22	162	49	21
279.	Saw an ad in the newspaper and came in for an interview	469	86	42	323	154	22	157	49	21
280.	Waits a few seconds before answering questions	421	86	42	318	115	22	138	49	21
281.	Speech was abrupt and halting	283	75	42	205	37	22	118	39	22
282.	Interjected many um's, ah's, or uh's	286	77	42	277	100	22	114	34	22
283.	Applicant's speech is cautious—indicates doubt using perhaps, I think	288	82	42	259	94	22	114	34	22
284.	Asked about his potential supervision	455	82	42	373	121	22	118	39	22
285.	Asked about vacations	395	79	42	345	130	22	165	48	20
286.	Gave an evasive and vague answer when asked why he left his last job	195	65	42	250	99	22	100	0	22
287.	Smiles with mouth only—the rest of face (especially eyes) unsmiling	317	92	42	255	72	22	157	49	21
288.	Squints	364	65	42	195	71	22	181	39	21
289.	Picked his nose	202	94	42	141	72	22	127	45	22
290.	Has a weak handshake	300	90	42	255	78	22	167	47	21
291.	Manipulation of small objects (pencil, cigarettes) tends to be clumsy	331	86	42	182	57	22	170	46	20
292.	Squirmed in chair	324	72	42	214	69	22	143	49	21
293.	Was nervous at the beginning of the interview	395	37	42	282	107	22	180	40	20
294.	Has nervous smoking habits	326	76	42	223	67	22	150	50	20
295.	Smiled in a conceited manner	293	101	42	195	56	22	152	50	21
296.	Ears stick out	400	0	42	182	78	22	200	0	20
297.	Physique appears feminine	336	84	42	191	73	22	176	43	21
298.	Needs a haircut	276	95	42	25	71	22	118	39	22
299.	Is clean shaven	510	95	42	636	57	22	119	39	21
300.	Looks tired	374	49	42	236	83	22	157	49	21

TABLE 14. SUMMARY STATISTICS FOR ENGINEER (continued)

No.	Item	FAVORABILITY Mean	FAVORABILITY SD	FAVORABILITY N	FREQUENCY Mean	FREQUENCY SD	FREQUENCY N	IMPORTANCE Mean	IMPORTANCE SD	IMPORTANCE N
301.	Wears glasses	400	0	42	373	69	22	195	22	20
302.	Is about 5 feet 3 inches tall	390	37	42	186	122	22	186	35	21
303.	Is about 6 feet 3 inches tall	410	37	42	218	49	22	186	35	21
304.	Is markedly overweight	269	86	42	191	60	22	114	34	22
305.	Weighs about 150 lbs.	402	15	42	309	104	22	195	22	20
306.	Weighs about 250 lbs.	348	70	42	159	58	22	162	49	21
307.	Is about 30 years old	407	34	42	368	143	22	167	47	21
308.	Is about 55 years old	293	99	42	177	67	22	141	49	22
309.	Is a male	443	90	42	664	48	22	157	49	21
310.	Is a female	345	85	42	141	58	22	157	49	21
311.	Feels he's gotten nowhere and must change jobs now or never	361	111	124	232	107	106	110	30	103
312.	Says he dislikes routine desk jobs	437	120	124	416	158	106	113	34	104
313.	Says he can get a great deal done in a short time	490	109	124	284	134	106	128	45	104
314.	Says he does not want a job involving responsibility for others' work	260	94	124	179	79	106	106	23	104
315.	Says he wants a job where there is opportunity for promotion	570	78	124	624	62	106	109	28	104
316.	Says he needs an occasional pat-on-the-back to keep him going	403	95	124	242	137	106	125	43	104
317.	Says he prefers to work alone	298	104	124	229	94	106	112	32	104
318.	Says he is seeking higher wages	416	80	124	450	160	106	125	43	103
319.	Says he makes a principle of never taking his job home with him	319	110	124	195	84	106	118	39	103
320.	Says he has an even temperament	476	89	124	347	166	106	143	49	103
321.	Says he's inclined to be moody	264	87	124	139	54	106	114	34	103
322.	Says he's not concerned about what others think about him	277	108	124	181	94	106	114	35	104
323.	Says he is quite sure of himself	464	113	124	329	158	106	126	44	104
324.	Says he tends to act on impulse	271	93	124	172	63	106	110	29	104
325.	Says he keeps up with the current events	525	79	124	402	164	106	150	50	104
326.	Thinks most people are queer mentally, they don't like to admit it	249	95	124	141	72	106	113	33	104
327.	Says he finds a number of people hard to get along with	221	87	82	186	71	106	103	17	104
328.	Says he is unhappy in his marriage	256	92	124	134	53	106	114	35	104
329.	Most people are irrational and their opinions are likely to be worthless	165	78	124	128	59	106	104	19	104
330.	Says he can remember faces, names, and incidents better than most people	454	110	124	194	98	106	153	50	104

TABLE 14. SUMMARY STATISTICS FOR ENGINEER (continued)

No.	Item	FAVORABILITY			FREQUENCY			IMPORTANCE		
		Mean	SD	N	Mean	SD	N	Mean	SD	N
331.	Says he is satisfied with his present vocational achievements	328	107	40	246	128	26	129	45	38
332.	Says he is satisfied with the promotional opportunities on present job	375	107	40	215	91	26	118	39	38
333.	Says he's more satisfied than dissatisfied with his present job	440	99	40	250	134	26	121	41	38
334.	Says he would work hard if he got the job	510	77	40	527	135	26	153	50	38
335.	Says he is satisfied with the pay on his present job	427	71	40	281	96	26	127	44	37
336.	Says he will not work weekends	205	77	40	188	112	26	100	0	37
337.	Would like working on a commission basis—provides incentive to work hard	382	151	40	135	62	26	162	48	37
338.	Says he likes variety and change in a job	475	97	40	500	111	26	121	41	38
339.	Says he is always on time for his work	525	80	40	323	195	26	145	50	38
340.	Says he likes writing reports	518	80	40	277	75	26	118	39	38
341.	Says he likes flexible working hours	415	113	40	281	130	26	121	41	38
342.	Says he prefers to deal with people rather than things or ideas	360	124	40	288	131	26	108	27	38
343.	Says he wants a job where he can contribute to others' welfare	405	132	40	227	123	26	142	49	38
344.	Says he wishes he had more money	435	76	40	388	155	26	153	50	38
345.	Likes to do own planning, no interruptions or suggestions from others	280	93	40	269	143	26	113	34	38
346.	Says he is in excellent physical health	543	83	40	523	140	26	142	49	38
347.	Says anyone who is unemployed has only himself to blame	410	122	40	235	149	26	150	50	38
348.	Says he has more than his share of novel ideas	443	124	40	269	146	26	139	49	38
349.	Says he dislikes criticism	255	84	40	215	113	26	118	39	38
350.	Says he's a very mature person	433	115	40	346	155	26	139	49	38
351.	Says he is very dependable	500	102	40	419	164	26	139	49	38
352.	Says he is a political conservative	423	52	40	269	143	26	182	39	38
353.	Says he likes to direct others' activities	530	64	40	400	133	26	113	34	38
354.	Says he never worries about possible misfortunes	410	126	40	215	135	26	155	50	38
355.	Says he tends to be critical of others	368	106	40	219	111	26	113	34	38
356.	Says he expresses his judgments publicly regardless of criticism	300	110	40	231	132	26	116	36	38
357.	Says he prefers to deal with people rather than things	365	117	40	296	134	26	108	27	38
358.	Says he obeys all rules and regulations	458	118	40	338	178	26	145	50	38
359.	Says he likes continually changing activities	468	98	40	385	138	26	116	37	37
360.	Says he entertains in his home on average of once every 2 weeks	420	56	40	204	134	26	189	31	38

TABLE 14. SUMMARY STATISTICS FOR ENGINEER (continued)

No.	Item	FAVORABILITY Mean	SD	N	FREQUENCY Mean	SD	N	IMPORTANCE Mean	SD	N
361.	Says he likes pets	408	26	40	254	145	26	200	0	38
362.	Says he won't discuss his finances because they are personal	395	97	40	188	109	26	174	44	38
363.	Says he doesn't drink and he doesn't think that others should	335	94	40	177	89	26	158	49	38
364.	Says everyone is basically honest	415	88	40	273	177	26	166	47	38
365.	He makes rash remarks in fun to surprise people and see what they say	288	95	40	162	79	26	137	48	38
366.	Says he sometimes becomes irritated at other people	382	102	40	238	111	26	150	50	38
367.	Says he has difficulty getting acquainted with strangers	345	63	40	219	96	26	139	49	38
368.	Says he is a good leader	498	79	40	358	157	26	139	49	38
369.	Says he tries to avoid hurting other peoples' feelings	473	95	40	288	160	26	137	48	38
370.	He attended the college he did because all his friends were going there	328	87	40	192	103	26	150	50	38
371.	Says he is seeking part-time work to supplement income on present job	510	104	20	567	94	3	120	40	10
372.	Says he is familiar with competing firms	545	80	20	467	170	3	130	46	10
373.	Says he called in sick so that he could come to this interview	245	80	20	133	47	3	110	30	10
374.	Says he is dissatisfied with the pay on his present job	410	89	20	567	94	3	130	46	10
375.	Is looking for a new job because he couldn't get along with his boss	285	101	20	200	0	3	110	30	10
376.	Is seeking part-time work to supplement the income of present job	240	102	20	100	0	3	110	30	10
377.	Says he has trouble doing tiresome routine work over long period of time	370	127	20	167	47	3	120	40	10
378.	Says he would refuse to work evenings or weekends	170	84	20	167	47	3	100	0	10
379.	Says he likes regular hours for work	330	114	20	200	82	3	120	40	10
380.	Says he drives himself steadily (doesn't work by fits and starts)	525	77	20	233	47	3	110	30	10
381.	Prefers a secure job with less pay to uncertain position with higher pay	400	122	20	167	47	3	130	46	10
382.	Says he likes work which requires him to persuade and convince others	515	91	20	233	47	3	110	30	10
383.	Says he wants a job where he can contribute new ideas	595	86	20	400	82	3	100	0	10
384.	Says he likes working on complex and difficult problems	615	91	20	400	82	3	100	0	10
385.	Says he thinks he would like interviewing job applicants	395	97	20	133	47	3	170	46	10
386.	Says he can accept criticism without getting mad	545	86	20	233	94	3	130	46	10
387.	Says he is very careful when making a decision	510	83	20	367	94	3	120	40	10
388.	Says he is an Atheist	335	131	20	100	0	3	180	40	10
389.	Says he sometimes feels grouchy	380	51	20	167	47	3	180	40	10
390.	Says he is very independent	400	89	20	233	47	3	111	31	9

TABLE 14. SUMMARY STATISTICS FOR ENGINEER (continued)

No. Item	FAVORABILITY Mean	FAVORABILITY SD	FAVORABILITY N	FREQUENCY Mean	FREQUENCY SD	FREQUENCY N	IMPORTANCE Mean	IMPORTANCE SD	IMPORTANCE N
391. Says he is unusually cheerful	515	79	20	267	47	3	144	50	9
392. Says he is a political liberal	400	45	20	200	82	3	190	30	10
393. Says he is a fast thinker	515	101	20	333	125	3	160	49	10
394. Says he sometimes gets rattled in critical situations	310	83	20	167	47	3	120	40	10
395. Says he never acts on the spur of the moment	425	83	20	233	47	3	120	40	10
396. Says he is a very cautious person	435	73	20	233	47	3	130	46	10
397. Says he feels guilty unless he is accomplishing something	530	90	20	233	47	3	130	46	10
398. Says he enjoys dancing	425	54	20	200	82	3	200	0	10
399. Says he likes entertaining others	470	78	20	167	47	3	178	42	9
400. Says he is interested in literature and the arts	460	66	20	233	47	3	189	31	9
401. Says he limits his participation in sports to watching television sports	385	48	20	233	94	3	200	0	9
402. Says he likes to travel when taking a vacation	445	80	20	367	94	3	189	31	9
403. Says most people seem to like him	530	84	20	300	0	3	150	50	10
404. Says he likes adjusting difficulties of others	460	128	20	233	47	3	144	50	9
405. Sometimes makes rash remarks in fun, surprise people, see what they say	310	114	20	167	47	3	120	40	10
406. Says he makes friends easily	550	81	20	333	47	3	120	40	10
407. Says he is considered a thoughtful person	540	86	20	200	82	3	130	46	10
408. Says he knows many people, he has a large number of acquaintances	515	91	20	233	94	3	167	47	9
409. Says he likes to spend his spare time with his family	570	95	20	367	94	3	144	50	9
410. Says he liked school	590	83	20	367	94	3	110	30	10
411. Says he expects to progress rapidly in the structure of the company	427	96	22	318	145	55	118	38	34
412. Says he first actively considered making a change in jobs a week ago	364	98	22	171	93	55	148	50	33
413. Is leaving his job because he can't get along with people he works with	277	73	22	184	71	55	100	0	33
414. Says he is satisfied with the job duties on his present job	427	81	22	305	115	55	115	36	33
415. Says he will not work on Saturdays	268	92	22	164	108	55	118	38	34
416. Says he left last job because he did not receive an anticipated raise	364	71	22	224	101	55	106	24	33
417. Says he prefers to work on his own	318	107	22	273	120	55	121	40	34
418. Says he can keep working for long stretches	491	79	22	289	138	55	138	49	34
419. Says he likes methodical work	368	146	22	253	126	55	106	24	34
420. After he's done difficult parts of job, hates to finish up odds and ends	282	115	22	238	126	55	109	29	33

TABLE 14. SUMMARY STATISTICS FOR ENGINEER (continued)

No.	Item	FAVORABILITY Mean	SD	N	FREQUENCY Mean	SD	N	IMPORTANCE Mean	SD	N
421.	Says he is troubled by the fact that he may be in the wrong line of work	327	125	22	200	81	55	100	0	32
422.	Says he wants a job which will give him power	232	102	22	184	95	55	103	17	33
423.	Says that hardly any activity really counts unless it is task-oriented	336	107	22	220	133	55	112	33	33
424.	Says he doesn't care for the responsibility of supervising others' work	291	100	22	209	88	55	109	29	33
425.	Says he can carry out plans assigned by other people	514	97	22	451	178	55	121	41	33
426.	Says he never has any colds or minor illnesses during the year	486	97	22	236	124	55	148	50	33
427.	Says he enjoys being alone	309	85	22	216	107	55	133	47	33
428.	Says he likes to take chances	355	99	22	233	111	55	124	43	33
429.	Says his feelings are sometimes easily hurt	295	77	22	151	60	55	118	39	33
430.	Says he is optimistic	491	60	22	387	168	55	145	50	33
431.	Says he is trustworthy	486	106	22	413	222	55	142	49	33
432.	Says he has a great deal of common sense	491	95	22	393	197	55	142	49	33
433.	Says he attends religious services regularly	445	58	22	273	134	55	173	45	33
434.	Says he quit smoking several months ago	427	54	22	213	87	55	182	39	33
435.	Says he is a somewhat slow and leisurely person	332	70	22	165	77	55	124	43	33
436.	Says he is usually very frank and open	441	72	22	342	147	55	139	49	33
437.	Says he values logical explanations	509	67	22	425	179	55	124	43	33
438.	Says he likes to take the lead in group activities	536	64	22	324	126	55	127	45	33
439.	Says he adapts well in new situations	559	72	22	407	156	55	115	36	33
440.	Says he spends a lot of time and energy in pursuit of his hobbies	441	65	22	307	117	55	148	50	33
441.	Says he is interested in philosophical problems	418	65	22	236	100	55	179	41	33
442.	Says he is very careful to keep all his records up to date	495	88	22	300	129	55	127	45	33
443.	Is baffled by people who get excited over concepts, theories, ideas, etc.	264	93	22	180	96	55	136	48	33
444.	Says he dislikes people who borrow things	373	75	22	173	77	55	173	45	33
445.	Makes rash remarks in fun, to surprise people and see what they say	291	100	22	160	65	55	127	45	33
446.	Says he wants to be of genuine service to people	495	71	22	318	132	55	133	47	33
447.	He can usually get people to do what he wants	532	92	22	344	139	55	112	33	33
448.	Says he values technical competence over personal likeableness	495	130	22	355	171	55	109	29	33
449.	Says he likes to play with his kids in the evening	514	87	22	355	142	55	170	46	33
450.	Says he enjoyed the discipline the armed services required of him	459	65	22	249	119	55	148	50	33

TABLE 14. SUMMARY STATISTICS FOR ENGINEER (continued)

No.	Item	FAVORABILITY Mean	FAVORABILITY SD	FAVORABILITY N	FREQUENCY Mean	FREQUENCY SD	FREQUENCY N	IMPORTANCE Mean	IMPORTANCE SD	IMPORTANCE N
451.	Came for interview because he heard this company is good to work for	490	89	42	395	133	22	124	43	21
452.	Says he would be willing to relocate for his job	576	72	42	514	110	22	114	35	21
453.	Says he first actively considered changing jobs about a month ago	431	77	42	273	101	22	141	49	22
454.	Says he left his last job because of low pay	393	59	42	268	129	22	114	34	22
455.	Says he's leaving job because the people he works with dislike him	221	74	42	145	72	22	105	21	22
456.	Says he is dissatisfied with the co-workers on his present job	250	85	42	186	69	22	100	0	22
457.	Says he will not work evenings	219	93	42	209	120	22	105	21	22
458.	Says he prefers to work evening hours	336	87	42	150	78	22	119	39	21
459.	Says he gets bored by routine work	445	126	42	423	147	22	123	42	22
460.	Says he likes work which requires considerable attention to detail	481	122	42	314	132	22	100	0	22
461.	Says he does not care about what kind of work he will be doing	267	111	42	145	50	22	100	0	21
462.	Says he would prefer straight salary to a commission only plan	438	92	42	455	250	22	165	48	20
463.	Says he looks to work for his life-satisfactions	488	105	42	300	109	22	114	34	22
464.	Says he likes taking responsibility	612	73	42	550	78	22	109	29	22
465.	Says he likes to plan for himself	557	76	42	523	113	22	105	21	22
466.	Says he fears failure	283	102	42	155	72	22	114	34	22
467.	Says his present failures are due to childhood deprivation	236	89	42	127	69	22	118	39	22
468.	Says he makes decisions only after a great deal of thought	407	112	42	250	112	22	114	34	22
469.	Says he is an active person	512	82	42	445	112	22	132	47	22
470.	Says he is a very patient person	500	85	42	368	143	22	141	49	22
471.	Says he is a very religious person	421	64	42	186	97	22	176	43	21
472.	Says he never attends regular religious services	379	64	42	159	83	22	186	35	21
473.	Says he likes privacy	371	82	42	264	126	22	123	42	22
474.	Says he likes to keep on the go all the time	457	103	42	377	138	22	118	39	22
475.	Says he would rather not take chances or run risks	290	97	42	214	129	22	105	21	22
476.	Says he likes working with people	529	101	42	532	110	22	127	45	22
477.	Says he prefers action to contemplation	471	82	42	400	151	22	109	29	22
478.	Says he thinks he would like making a speech	481	85	42	218	78	22	150	50	22
479.	Says he prefers small, quiet gatherings to large, gay parties	421	60	42	277	151	22	185	36	20
480.	Says he frequently attends football (basketball, baseball, etc.) games	448	70	42	345	137	22	185	36	20

TABLE 14. SUMMARY STATISTICS FOR ENGINEER (continued)

No. Item	FAVORABILITY			FREQUENCY			IMPORTANCE		
	Mean	SD	N	Mean	SD	N	Mean	SD	N
481. Says he plays bridge	438	72	42	282	134	22	180	40	20
482. Says he likes meeting people	507	96	42	427	139	22	133	47	21
483. Says he dislikes people who are easily led	426	93	42	223	135	22	150	50	22
484. Says he likes people who talk about themselves	338	82	42	145	58	22	155	50	22
485. Makes rash remarks in fun to surprise people and see what they say	281	101	42	127	54	22	116	36	19
486. Says he likes energetic people	483	87	42	345	164	22	148	50	21
487. Says he is a good mixer	483	81	42	377	154	22	143	49	21
488. Says he likes to study human nature and wants to understand people	479	108	42	309	153	22	138	49	21
489. Says he has conflicts with spouse over outside interests	336	78	42	136	57	22	118	39	22
490. Says he volunteered for the armed services	467	92	42	241	65	22	180	40	20
491. Maintains self-control when others try to provoke him	585	68	124	456	121	106	114	34	103
492. Acts as if he is accustomed to having his own way	298	100	124	316	102	106	125	43	103
493. Easy to talk with	573	77	124	511	79	106	117	37	103
494. Readily accepts ideas currently in vogue	440	113	124	434	118	106	139	49	103
495. Can withstand a great deal of pressure	617	70	124	421	109	106	105	21	103
496. Would break rules if he thought he couldn't get caught	217	91	124	246	98	106	113	33	103
497. Persistent, does not give up easily	602	74	124	446	115	106	101	10	103
498. Too pleasant and agreeable	310	91	124	255	80	106	133	47	101
499. Has unrealistic desires for advancement	260	93	124	309	106	106	117	37	103
500. Concerned with making a good impression	417	122	124	497	141	106	142	49	101
501. Poorly informed as to his vocational aptitudes and skills in various jobs	218	79	124	251	101	106	110	30	102
502. Sensitive to others' needs	541	80	124	343	108	106	136	48	102
503. Deliberate in his actions and speech	510	86	124	403	110	106	137	48	101
504. Punctual, careful to be on time	553	82	124	508	112	106	128	45	102
505. Indecisive—can't make up his mind	208	71	124	258	78	106	102	14	103
506. Controls his emotions effectively	553	67	124	523	105	106	118	39	103
507. Fears decisions and tests	194	72	124	260	91	106	104	19	102
508. Would give in to avoid controversy	231	90	124	288	95	106	107	25	103
509. Would stick to his guns under pressure	585	83	124	430	120	106	103	17	103
510. Avoids extreme attitudes and opinions	450	130	124	451	135	106	137	48	103

TABLE 14. SUMMARY STATISTICS FOR ENGINEER (continued)

No. Item	FAVORABILITY Mean	SD	N	FREQUENCY Mean	SD	N	IMPORTANCE Mean	SD	N
511. Would avoid trying anything which might be beyond his powers	290	118	40	296	109	26	129	45	38
512. Will work best with close supervision	245	84	40	331	110	26	118	39	38
513. Would not lose his composure easily	568	115	40	454	112	26	126	44	38
514. Would put off doing an assigned task as long as possible	175	66	40	235	55	26	105	22	38
515. Works mainly for anticipated rewards	315	101	40	385	129	26	134	47	38
516. Judges himself and others in terms of wealth or material possessions	265	94	40	315	132	26	163	48	38
517. Makes spur of the moment decisions	255	92	40	265	48	26	113	34	38
518. Sees the world as predominantly hostile and threatening	207	91	40	177	70	26	121	41	38
519. Is rational and logical	635	73	40	515	99	26	111	31	38
520. Thinks with a practical turn of mind	605	71	40	515	91	26	114	34	37
521. Identifies kindness with weakness	240	83	40	200	104	26	150	50	38
522. Sees job he is applying for as stepping stone to other vocational goals	493	103	40	469	146	26	121	41	38
523. Socially bungling—inept in human relationships	207	88	40	235	78	26	126	44	38
524. Protective of those close to him (family or close friends)	443	112	40	415	154	26	168	46	38
525. Manifests a critical or fault finding attitude toward others	240	97	40	246	108	26	113	34	38
526. Worried about failing to get ahead	300	89	40	304	129	26	126	44	38
527. Severe in his self-criticism	340	130	40	235	83	26	129	45	38
528. Dogmatic in his thinking, thinks only one way to look at a situation	193	96	40	269	117	26	111	31	38
529. His posture and gait are proud	477	88	40	308	117	26	163	48	38
530. Busy, constantly on the go	518	80	40	362	104	26	145	50	38
531. Has a what's in it for me attitude	250	84	40	308	124	26	122	41	37
532. Has a pessimistic view of human beings and their potentialities	223	79	40	219	73	26	134	47	38
533. Has rigid moral attitudes	430	135	40	304	126	26	150	50	38
534. Lacks confidence	218	63	40	238	79	26	108	27	38
535. Lacks depth of personality	268	85	40	258	93	26	151	50	37
536. Seems to be poor leadership material	243	92	40	296	116	26	132	46	38
537. Seems very knowledgeable culturally	510	70	40	327	94	26	163	48	38
538. Fears failure	303	121	40	308	133	26	116	36	38
539. Wants to be admired	423	108	40	392	147	26	153	50	38
540. Wants financial security	450	114	40	535	73	26	145	50	38

TABLE 14. SUMMARY STATISTICS FOR ENGINEER (continued)

No.	Item	FAVORABILITY			FREQUENCY			IMPORTANCE		
		Mean	SD	N	Mean	SD	N	Mean	SD	N
541.	Would try to do what others expect	395	150	20	433	125	3	100	0	10
542.	Would take risks when necessary	555	50	20	467	125	3	120	40	10
543.	Would degrade others to enhance his own feelings of worth	180	68	20	200	82	3	100	0	10
544.	Prides himself on his common sense	490	77	20	433	94	3	130	46	10
545.	Lacks feeling of loyalty toward employers, schools, place of residence	205	86	20	267	47	3	100	0	10
546.	Effective—gets things done correctly	645	50	20	433	94	3	100	0	10
547.	Eager to get along with people	560	92	20	500	0	3	120	40	10
548.	Uses people to benefit himself	260	116	20	200	82	3	110	30	10
549.	Thinks clearly	655	50	20	433	94	3	100	0	10
550.	Is a fast worker	600	71	20	367	94	3	140	49	10
551.	Interested in people	550	81	20	500	82	3	130	46	10
552.	Contemptuous of others	210	94	20	200	82	3	110	30	10
553.	Straightforward in his dealings with other people	600	63	20	433	94	3	120	40	10
554.	Afraid that others will perceive him as stupid	275	89	20	300	141	3	120	40	10
555.	Cosmopolitan, at home in many different kinds of places and situations	560	92	20	400	141	3	140	49	10
556.	Evaluates situation in terms of who is in control	330	119	20	267	47	3	130	46	10
557.	Elated, has a happy mood	535	79	20	400	82	3	140	49	10
558.	Frivolous, given to trifling	210	70	20	300	141	3	110	30	10
559.	Has a creative mind	665	57	20	467	125	3	100	0	10
560.	Has a good sense of humor	580	81	20	400	82	3	140	49	10
561.	Has a career first, family second attitude	345	136	20	400	141	3	150	50	10
562.	Knows what kind of job he wants	590	62	20	467	125	3	110	30	10
563.	Took good advantage of educational opportunities	635	73	20	433	125	3	100	0	10
564.	Lacks persistence	200	84	20	267	47	3	100	0	10
565.	Aspires to jobs well beyond his abilities	380	160	20	300	0	3	100	0	10
566.	Seemed preoccupied	245	80	20	233	47	3	110	30	10
567.	Avoids arguments	345	143	20	267	47	3	130	46	10
568.	Feels his life is meaningless	190	77	20	200	82	3	100	0	10
569.	Wants authority	485	153	20	433	94	3	110	30	10
570.	Seeks security	410	148	20	467	125	3	130	46	10

TABLE 14. SUMMARY STATISTICS FOR ENGINEER (continued)

No.	Item	FAVORABILITY Mean	SD	N	FREQUENCY Mean	SD	N	IMPORTANCE Mean	SD	N
571.	Will accept responsibility for his work	614	62	22	569	87	55	106	24	33
572.	Would willingly put in extra hours for the company	609	42	22	515	98	55	103	17	33
573.	Would push and try to stretch limits to see what he can get away with	250	89	22	216	50	55	115	36	33
574.	Lacks a goal or purpose in life	218	72	22	278	109	55	124	43	33
575.	Does not take important matters seriously enough	241	83	22	220	61	55	118	39	33
576.	Finds it difficult to control his feelings	205	71	22	231	78	55	115	36	33
577.	Tends to act impulsively	268	76	22	242	91	55	109	29	33
578.	Takes moral offenses lightly	232	92	22	211	87	55	139	49	33
579.	Thinks analytically	591	51	22	538	100	55	100	0	33
580.	Pursues momentary satisfactions—demands immediate rewards	295	82	22	282	113	55	113	33	32
581.	Dislikes close supervision	395	102	22	429	117	55	127	45	33
582.	Can delegate authority	550	72	22	376	135	55	127	45	33
583.	Enthusiastic when meeting people for the first time	527	69	22	422	114	55	170	46	33
584.	Critical of others	332	92	22	269	91	55	124	43	33
585.	Spontaneous in dealing with people	477	85	22	376	111	55	152	50	33
586.	Afraid to take a chance	268	97	22	280	98	55	121	41	33
587.	Too quick to agree	268	63	22	273	88	55	121	41	33
588.	Accurate in his work	627	54	22	482	110	55	100	0	33
589.	Easy to suit, easily pleased	386	97	22	345	101	55	145	50	33
590.	Has common sense	582	89	22	516	100	55	106	24	33
591.	Has a fatalistic outlook on life	282	78	22	213	76	55	145	50	33
592.	Has a realistic view of himself	591	67	22	431	123	55	112	33	33
593.	Has extreme views on social issues	300	90	22	244	102	55	148	50	33
594.	Afraid to appear different	277	79	22	313	115	55	142	49	33
595.	Seeks a job well below his level of ability and training	223	67	22	171	62	55	109	29	33
596.	Seemed reluctant to talk about his past	268	87	22	182	57	55	130	46	33
597.	Fears novel situations where the outcome is doubtful	259	89	22	273	103	55	118	39	33
598.	Feels a need to be sure of things	355	112	22	351	137	55	127	45	33
599.	Wants power	264	98	22	265	121	55	127	45	33
600.	Seeks to have fun, enjoys himself, finds a good time	445	94	22	375	119	55	167	47	33

TABLE 14. SUMMARY STATISTICS FOR ENGINEER (continued)

No. Item	FAVORABILITY			FREQUENCY			IMPORTANCE		
	Mean	SD	N	Mean	SD	N	Mean	SD	N
601. Would be unlikely to ask for help on his job	298	86	42	277	85	22	118	39	22
602. Would avoid situations where his performance could be inferior to others	271	70	42	305	111	22	114	34	22
603. Will be loyal to the company	574	102	42	514	118	22	105	21	22
604. Values creature-comforts (to eat well, avoid hard work, be luxurious)	236	107	42	291	90	22	136	48	22
605. Places a high value on intellectual activities	531	86	42	459	107	22	141	49	22
606. Sets self apart from others	298	103	42	355	144	22	127	45	22
607. Sees world as dog-eat-dog place, everybody looks out for himself	262	95	42	264	88	22	127	45	22
608. Places family interests above his own desires	450	114	42	405	119	22	141	49	22
609. Is easily confused	200	76	42	223	79	22	105	21	22
610. Considers himself an intellectual	433	104	42	368	143	22	152	50	21
611. Dislikes work which is highly repetitive	467	127	42	514	110	22	132	47	22
612. Poor at making small talk	364	68	42	345	116	22	189	31	19
613. Reserved when meeting people for the first time	402	34	42	382	137	22	179	41	19
614. Tolerant of others	538	87	42	482	94	22	114	35	21
615. Considerate of other people in his dealings with them	567	75	42	486	87	22	114	34	22
616. Conscious of social standing	364	102	42	423	120	22	171	45	21
617. Socially perceptive, able to sense the feelings of others	560	85	42	382	107	22	127	45	22
618. Highly motivated	652	55	42	509	108	22	100	0	22
619. Placid, not easily disturbed or upset	510	109	42	455	99	22	123	42	22
620. Has a good memory	590	84	42	495	102	22	123	42	22
621. Has a warm personality	555	79	42	409	116	22	133	47	21
622. Has an easy come, easy go attitude toward money	288	91	42	245	78	22	140	49	20
623. Has broad knowledge, is well rounded intellectually	602	83	42	414	142	22	119	39	21
624. Lacks drive	171	63	42	232	87	22	105	21	22
625. Is setting his aim too low	298	71	42	236	88	22	114	34	22
626. Seemed to consider this as just one of a long line of interviews	221	86	42	277	135	22	119	39	21
627. Feels he's special and entitled to privileges or special consideration	200	95	42	305	77	22	118	39	22
628. Applause-seeker, demands attention	219	85	42	255	84	22	114	34	22
629. Wants to get ahead, to win	560	124	42	482	123	22	109	29	22
630. Is a good organizer	612	79	42	432	122	22	109	29	22

TABLE 14. SUMMARY STATISTICS FOR ENGINEER (continued)

No. Item	FAVORABILITY			FREQUENCY			IMPORTANCE		
	Mean	SD	N	Mean	SD	N	Mean	SD	N
631. Cooperative	581	80	124	544	75	106	109	28	103
632. Controlled	536	99	124	515	96	106	119	40	103
633. Fussy	332	113	124	260	103	106	138	49	103
634. Lazy	157	70	124	203	61	106	105	21	103
635. Patient	535	85	124	452	113	106	123	42	103
636. Apologetic	332	91	124	260	99	106	144	50	102
637. Frank	540	77	124	472	103	106	120	40	103
638. Compulsive	294	97	124	265	79	106	117	38	103
639. Independent	500	99	124	434	111	106	125	43	103
640. Nosey	300	119	124	231	101	106	135	48	103
641. Aggressive	571	72	124	401	111	106	116	36	103
642. Meticulous	501	88	124	380	122	106	126	44	102
643. Open minded	586	79	124	476	94	106	113	33	103
644. Dependable	636	69	124	518	96	106	103	17	103
645. Shy	319	78	124	254	78	106	160	49	103
646. Arrogant	215	94	124	225	80	106	123	42	103
647. Immature	219	77	124	249	79	106	113	33	103
648. Cheerful	538	88	124	472	89	106	142	49	102
649. Trustworthy	616	83	124	547	88	106	109	28	103
650. Aloof	294	84	124	251	88	106	145	50	102
651. Realistic	575	73	40	473	113	26	108	27	38
652. Self-righteous	275	109	40	265	121	26	147	50	38
653. Possessive	305	77	40	246	131	26	166	47	38
654. Cautious	408	108	40	342	112	26	126	44	38
655. Insecure	245	84	40	235	78	26	121	41	38
656. Thrifty	477	65	40	400	104	26	163	48	38
657. Careless	193	69	40	223	58	26	111	31	38
658. Timid	248	87	40	219	68	26	159	49	37
659. Submissive	218	86	40	219	79	26	134	47	38
660. Adventurous	510	111	40	365	117	26	158	49	38

TABLE 14. SUMMARY STATISTICS FOR ENGINEER (continued)

No.	Item	FAVORABILITY Mean	SD	N	FREQUENCY Mean	SD	N	IMPORTANCE Mean	SD	N
661.	Narrow minded	207	72	40	238	84	26	118	39	38
662.	Thoughtful	560	92	40	462	100	26	129	45	38
663.	Hasty	260	80	40	258	79	26	124	43	38
664.	Dignified	495	74	40	388	112	26	168	46	38
665.	Sophisticated	475	83	40	350	101	26	182	39	38
666.	Bigoted	203	82	40	223	97	26	134	47	38
667.	Snobbish	223	96	40	223	105	26	139	49	38
668.	Dramatic, affected and theatrical	238	116	40	196	65	26	142	49	38
669.	A leader	627	77	40	377	89	26	113	34	38
670.	Thick skinned	485	142	40	335	107	26	137	48	38
671.	Self-sufficient	545	97	20	367	94	3	122	42	9
672.	Conscientious	640	49	20	433	94	3	100	0	10
673.	Petty	215	79	20	200	0	3	120	40	10
674.	Sociable	550	92	20	433	125	3	140	49	10
675.	Fickle	230	71	20	200	0	3	110	30	10
676.	Helpful	585	65	20	400	82	3	120	40	10
677.	Self-centered	275	130	20	267	47	3	130	46	10
678.	Outgoing	570	90	20	433	94	3	120	40	10
679.	Irritable	205	74	20	200	0	3	110	30	10
680.	Serious	535	79	20	433	94	3	130	46	10
681.	Sarcastic	215	96	20	233	47	3	100	0	9
682.	Mystical	270	100	20	200	0	3	156	50	9
683.	Enthusiastic	605	140	20	467	47	3	100	0	9
684.	Suggestible	480	144	20	333	125	3	122	42	9
685.	Masculine	560	107	20	567	47	3	125	43	8
686.	Depressed	235	111	20	200	0	3	111	31	9
687.	Grateful, appreciative	530	100	20	467	125	3	133	47	9
688.	A playboy	290	89	20	267	47	3	133	47	9
689.	A conformist	345	86	20	400	141	3	122	42	9
690.	A showoff	225	89	20	267	47	3	122	42	9

TABLE 14. SUMMARY STATISTICS FOR ENGINEER (continued)

No. Item	FAVORABILITY			FREQUENCY			IMPORTANCE		
	Mean	SD	N	Mean	SD	N	Mean	SD	N
691. Personable	573	69	22	489	107	55	133	47	33
692. Kind	523	85	22	475	101	55	167	47	33
693. Subdued	355	66	22	260	96	55	161	49	33
694. Nervous	291	67	22	276	104	55	145	50	33
695. Friendly	545	78	22	518	127	55	148	50	33
696. Quiet	391	73	22	327	103	55	170	46	33
697. Responsible	591	85	22	520	113	55	103	17	33
698. Pessimistic	295	88	22	233	83	55	133	47	33
699. Stable	573	86	22	509	118	55	106	24	33
700. Eccentric	300	95	22	231	122	55	139	49	33
701. Objective	600	67	22	496	117	55	103	17	32
702. Tough	423	104	22	273	96	55	169	46	32
703. Proud	455	72	22	416	123	55	142	49	33
704. Ambitious	564	57	22	529	89	55	112	33	33
705. Effeminate	232	92	22	207	108	55	133	47	33
706. Energetic	595	47	22	480	121	55	106	24	33
707. Genial, friendly and warm	568	70	22	451	114	55	133	47	33
708. A hypochondriac	218	72	22	156	50	55	133	47	33
709. A jack of all trades	368	129	22	256	87	55	155	50	33
710. A mixer	491	90	22	382	108	55	173	45	33
711. Optimistic	531	64	42	491	112	22	136	48	22
712. Gloomy	257	66	42	209	85	22	118	39	22
713. Anxious	379	110	42	341	140	22	141	49	22
714. Generous	483	72	42	414	87	22	157	49	21
715. Loyal	571	101	42	495	119	22	105	21	22
716. Courteous	538	87	42	568	70	22	105	21	22
717. Overbearing	231	94	42	250	89	22	118	39	22
718. Easygoing	405	84	42	336	123	22	132	47	22
719. Intellectually mature	579	91	42	482	115	22	109	29	22
720. Stubborn	305	111	42	264	115	22	123	42	22

TABLE 14. SUMMARY STATISTICS FOR ENGINEER (continued)

No. Item	FAVORABILITY			FREQUENCY			IMPORTANCE		
	Mean	SD	N	Mean	SD	N	Mean	SD	N
721. Defensive	262	79	42	255	78	22	118	39	22
722. Jovial	464	84	42	332	97	22	162	49	21
723. Self-confident	581	73	42	514	97	22	109	29	22
724. Enterprising	586	71	42	436	130	22	114	34	22
725. Self-conscious	336	87	42	305	107	22	145	50	22
726. Even-tempered	538	79	42	505	77	22	114	34	22
727. Businesslike, efficient, and practical	600	79	42	482	115	22	105	21	22
728. A family man	498	101	42	491	85	22	157	49	21
729. A gossip	214	74	42	182	57	22	127	45	22
730. A take-charge guy	540	131	42	373	142	22	114	34	22

Table 15 presents the deciles for the distributions of mean ratings of favorability, frequency, and importance of the 730 items when judged in the context of engineering jobs.

Table 15

Deciles for the distribution of mean ratings of favorability, frequency, and importance in the Engineering Jobs item pool.

Decile	Favorability	Frequency	Importance
10	6.7	6.6	2.0
9	5.7	4.8	1.8
8	5.2	4.3	1.6
7	4.8	3.7	1.5
6	4.3	3.2	1.4
5	4.0	2.7	1.3
4	3.6	2.5	1.2
3	3.1	2.3	
2	2.8	2.0	1.1
1	2.3	1.7	
Lowest Mean	1.5	1.0	1.0

The *Checklist for Engineering Jobs* is presented in Table 16. Thirty items in the checklist have favorability ratings between 1.95 and 3.55, and frequency ratings between 1.95 and 3.55. The other thirty items have favorabilities ranging between 4.45 and 6.05, and frequencies ranging between 2.95 and 5.05. All 60 items have importance ratings between 1.00 and 1.25.

Table 16

The Engineer Checklist
Instructions

At the conclusion of the interview, describe the interviewee by checking the items which best apply to him. Cross off any items you were not able to observe. Describe the applicant as accurately as possible, so check the items which apply, regardless of whether they are favorable or unfavorable.

Engineer

Check the items that apply	**Item Number**
______Made good use of his chances for advancement.	11
______Asked clear questions, it is easy to tell what he wants to know.	203
______His self-expression is natural and spontaneous.	23
______Had a "B" average in college.	124
______Was active in several groups while attending college.	125
______Earned 75 percent of his expenses while at school.	198

Check the items that apply	
______Is over-qualified for the job he's being interviewed for.	204
______Has been on present job six months or less.	16
______Interjected many um's, ah's, or uh's.	282
______Slouched in chair.	85
______Interrupted you while you were speaking.	79
______Appeared ill-at-ease during the entire interview.	26

Check the items that apply	
______Has served in the armed services	120
______Has held jobs involving supervisory responsibilities.	12
______Pressed for details about the job.	216
______Asked about promotion possibilities.	214
______Has been employed by a competing firm.	13
______Kept the conversation going.	22

Check the items that apply

	Item Number
______Gave long, drawn out answers.	62
______Did a sloppy job of completing the application form.	269
______Gave curved answers to straight questions.	148
______Didn't say much—limited his answers to simple yes and no replies.	20
______Misspelled words on the application form.	130
______Is in heavy debt.	43

Check the items that apply

______Says he makes friends easily.	406
______He can usually get people to do what he wants.	447
______Says he can carry out plans assigned by other people.	425
______Came for interview because he heard this company is good to work for.	451
______Says he likes variety and change in a job.	338
______Says he likes work which requires considerable attention to detail.	460

Check the items that apply

______Says he likes to take chances.	428
______Says he makes a principle of never taking his job home with him.	319
______Says he prefers to work on his own.	417
______Says he expresses his judgments publicly regardless of criticism.	356
______Says he doesn't care for the responsibility of supervising others' work.	424
______After he's done difficult parts of job, hates to finish up odds and ends.	420

Check the 3 items that apply best

______Has broad knowledge, is well-rounded intellectually.	623
______Has a realistic view of himself.	592
______Would stick to his guns under pressure.	509
______Has a good memory.	620
______Considerate of other people in his dealings with them.	615
______Wants to get ahead, to win.	629

Check the 3 items that apply best

______Tends to act impulsively.	577
______Afraid to take a chance.	586
______Uses people to benefit himself.	548
______Has unrealistic desires for advancement.	499
______Would push and try to stretch limits to see what he can get away with.	573
______Would give in to avoid controversy.	508

Check the 3 items that apply best

______Outgoing.	678
______Aggressive.	641
______Loyal.	715
______Self-sufficient.	671
______Controlled.	623
______Frank.	637

Check the 3 items that apply best

______Defensive.	721
______Gloomy.	712
______Overbearing.	717
______A showoff.	690
______Irritable.	679
______Narrow-minded.	661

Chapter 7

Secretary Item Statistics and Checklist

The secretary category contained 186 questionnaires, all of which were completed in the job context of secretary or stenographer. Clerks, typists, and all other clerical job titles were excluded from this category.

Table 17 summarizes some of the characteristics of the 186 respondents who evaluated the items for secretarial jobs.

Table 17

Some characteristics of the 186 respondents who completed questionnaires in the job context of Secretary.

	Number	Percent
Characteristic		
Male	85	46
Female	101	54
Job Title		
Interviewer 25% time or less	6	3
Interviewer 26% time or more	41	22
Assistant 25% time or less	17	9
Assistant 26% time or more	24	13
Manager of division in Personnel	37	20
Executive of personnel department	32	17
Other positions in personnel	13	7
Supervisor of ______________, not in Personnel	2	1
Manager of ______________, not in Personnel	11	6
Other positions not in personnel dept.	3	1
Type of Organization		
Bank & Trust Company	22	12
Government Offices	9	5
Insurance Companies	11	6
Industrial Manufacturing	61	33
Consumer goods manufacturing	7	3
Oil companies	10	5
Research Organizations	11	5
Service/Sales	45	24
Telephone companies	1	1
Others (including schools)	9	5
Respondents' education		
No answer	2	1
Elementary (grades 1-8)	0	0
Some secondary (grades 9-11)	1	1
Completed secondary (grade 12)	27	15
Some college	53	28
Undergraduate degree (B.S. or B.A.)	79	42
Some graduate work	11	6
M.A. degree	12	6
Work beyond M.A.	0	0
Ph.D. degree	1	1

	Number	Percent
Estimated number of interviews in last year		
Under 50	16	9
50-99	13	7
100-199	19	10
200-299	20	10
300-399	19	10
400-599	20	10
600-799	6	3
800-999	18	10
1000-1999	35	19
2000 or more	20	10
Do you ever use an interview guide?		
No	131	70
Yes	38	20
No answer	17	9
Have you ever held this position (Secretary)?		
No	102	55
Yes	73	39
No answer	11	6
What opportunities for interviewing training have you had?		
No special opportunities, just practical experience	51	27
On-the-job training	145	78
Workshops and seminars	109	59
Formal courses	75	40

The respondents were asked to estimate the average length of their interviews with applicants for secretarial jobs. The median estimated length was 25 minutes, with a range from 4 minutes to 6-8 hours.

The respondents also estimated the proportion of secretarial applicants who are hired by their organization. The median estimated selection ratio was 15%, and the first quartile was 5% and the third quartile was 33%.

The median reported years of interviewing experience was 6 years, with a range from less than 3 months to 31 years.

The respondents' median age was 36, with a range from 23 to 66.

Table 18 presents the summary statistics for the 730 items. Table 18 is patterned after Table 6 in Chapter 4.

Table 18

Summary statistics for the Secretary category.

TABLE 18. SUMMARY STATISTICS FOR SECRETARY

No.	Item	FAVORABILITY			FREQUENCY			IMPORTANCE		
		Mean	SD	N	Mean	SD	N	Mean	SD	N
1.	Grew up in a large city	440	66	63	364	134	66	196	19	55
2.	Grew up in a predominantly rural or farming area	378	81	63	279	111	66	193	26	55
3.	Has traveled extensively	468	102	63	223	87	66	180	40	56
4.	Was active in many groups in high school	560	85	63	374	99	66	141	49	56
5.	Had no outside activities in college	319	89	63	247	131	66	155	50	56
6.	Worked his way through college—earned all his expenses	567	89	63	211	89	66	134	47	56
7.	Was drafted into the service	389	94	63	148	105	66	196	20	50
8.	Has been married two years	400	115	63	330	124	66	161	49	57
9.	Just moved to this community	360	85	63	303	117	66	154	50	56
10.	Is currently using vacation time to seek a new job	479	111	63	220	74	66	148	50	56
11.	Made good use of his chances for advancement	608	74	63	370	121	66	105	23	56
12.	Has held jobs involving supervisory responsibilities	470	161	63	209	77	66	129	45	56
13.	Has been employed by a competing firm	505	106	63	242	143	66	159	49	56
14.	Is currently receiving unemployment compensation	273	131	63	152	66	66	138	48	56
15.	Has a record of special achievement and outstanding reward in his work	637	76	63	248	112	66	105	23	56
16.	Has been on present job six months or less	251	94	63	229	67	66	114	35	56
17.	Has held a great many jobs, each for a short time	146	69	63	226	82	66	100	0	57
18.	Asked how much his pay would be	437	124	63	450	175	66	150	50	56
19.	Scored high on all screening tests	611	84	63	377	118	66	104	19	56
20.	Didn't say much—limited his answers to simple yes and no replies	227	91	63	239	65	66	109	29	56
21.	Looked down and/or away while talking or listening	216	88	63	227	64	66	116	37	56
22.	Kept the conversation going	519	92	63	385	125	66	128	45	57
23.	His self-expression is natural and spontaneous	614	66	63	426	123	66	109	28	57
24.	Smiled frequently	560	85	63	461	109	66	130	46	57
25.	Expressed his ideas well	624	79	63	414	109	66	104	18	57
26.	Appeared ill-at-ease during the entire interview	238	93	63	220	63	66	107	26	57
27.	Frequently used slang	200	80	63	218	106	66	105	23	56
28.	Frequently adjusted his position in the chair when talking to you	310	87	63	252	91	66	139	49	57
29.	Was appropriately dressed	611	87	63	568	74	66	102	13	56
30.	Was sloppily dressed	157	85	63	194	67	66	102	13	57

TABLE 18. SUMMARY STATISTICS FOR SECRETARY (continued)

No.	Item	FAVORABILITY Mean	FAVORABILITY SD	FAVORABILITY N	FREQUENCY Mean	FREQUENCY SD	FREQUENCY N	IMPORTANCE Mean	IMPORTANCE SD	IMPORTANCE N
31.	Is single	411	46	18	385	139	20	192	27	13
32.	Is separated from spouse	350	69	18	245	97	20	177	42	13
33.	Has been married ten years	467	75	18	235	57	20	192	27	13
34.	Got married while attending college	411	31	18	245	86	20	200	0	13
35.	Spouse is a high school graduate	428	56	18	515	153	20	200	0	13
36.	Has lived in the community for two years	506	91	18	415	149	20	185	36	13
37.	Comes from a lower class family	400	33	18	235	79	20	192	27	13
38.	Plans to use public transportation to work and lives a long way off	300	111	18	235	142	20	131	46	13
39.	Does not own a car	378	71	18	290	126	20	177	42	13
40.	Owns his home	467	82	18	260	128	20	154	50	13
41.	Lives in an upper class neighborhood	428	80	18	235	101	20	192	27	13
42.	Presently active in no outside civic groups (fraternal, political, etc.)	389	31	18	355	163	20	192	27	13
43.	Is in heavy debt	189	66	18	205	102	20	115	36	13
44.	Has a savings account	522	108	18	310	118	20	185	36	13
45.	Has never had a permanent job before (just part time ones)	278	85	18	235	79	20	115	36	13
46.	Has never supervised others' work	417	69	18	465	193	20	200	0	13
47.	Has received many large raises on previous jobs	472	104	18	220	60	20	123	42	13
48.	Has collected unemployment compensation once in his lifetime	367	67	18	220	103	20	192	27	13
49.	Has been on his present job three years	556	68	18	245	59	20	131	46	13
50.	Held three or more jobs in the past four years	239	101	18	240	97	20	115	36	13
51.	Served as an officer in armed forces	433	82	18	140	92	20	167	47	12
52.	Had an "A" average in high school	600	82	18	235	57	20	115	36	13
53.	Graduated from a vocational skills program in high school	517	134	18	240	111	20	146	50	13
54.	Had a "C" average in college	428	73	18	310	122	20	185	36	13
55.	Attended a college which has an excellent scholastic reputation	522	97	18	270	100	20	146	50	13
56.	Has had some college	517	90	18	325	144	20	115	36	13
57.	Is a college graduate	517	101	18	210	99	20	138	49	13
58.	Earned about ¼ of his expenses while at school	550	69	18	240	80	20	177	42	13
59.	Has average intelligence	411	115	18	465	119	20	123	42	13
60.	Made grammatical errors on the application form	167	67	18	230	71	20	100	0	13

TABLE 18. SUMMARY STATISTICS FOR SECRETARY (continued)

No. Item	FAVORABILITY			FREQUENCY			IMPORTANCE		
	Mean	SD	N	Mean	SD	N	Mean	SD	N
61. Asked same question over, or asked question already answered	256	107	18	205	50	20	108	27	13
62. Gave long, drawn out answers	239	68	18	220	60	20	108	27	13
63. Forgot what he was talking about	211	66	18	160	58	20	100	0	13
64. Intends to make a career with the company	556	101	18	285	124	20	154	50	13
65. Mumbled	194	78	18	190	89	20	115	36	13
66. Spoke loudly	267	94	18	210	62	20	138	49	13
67. Has a deep voice	406	23	18	145	50	20	185	36	13
68. Spoke at a normal speed	506	85	18	545	74	20	138	49	13
69. Talked too slowly	272	93	18	210	44	20	123	42	13
70. Diction was precise	500	94	18	425	99	20	115	36	13
71. Spoke melodiously	467	129	18	245	92	20	138	49	13
72. Frequently slurred words	217	76	18	205	50	20	123	42	13
73. Paused before answering questions—appeared to be thinking out answer	511	66	18	345	112	20	123	42	13
74. Uses dramatic and intense words to describe everyday activities	300	82	18	195	50	20	123	42	13
75. Asked about retirement benefits	489	110	18	190	70	20	185	36	13
76. Asked to meet his potential supervisor	556	96	18	310	184	20	154	50	13
77. Asked about company training programs	556	90	18	230	71	20	138	49	13
78. Gave vague, general answers to most questions	211	81	18	240	86	20	108	27	13
79. Interrupted you while you were speaking	250	101	18	210	70	20	108	27	13
80. Frowns frequently	239	89	18	175	43	20	115	36	13
81. Frequently runs fingers through hair	239	111	18	155	50	20	115	36	13
82. Chewed nails during the interview	178	97	18	130	71	20	100	0	13
83. Has firm handshake	511	94	18	260	128	20	158	49	12
84. Crossed and uncrossed legs often	317	76	18	240	66	20	162	49	13
85. Slouched in chair	217	83	18	195	50	20	123	42	13
86. Appeared edgy and nervous throughout the entire interview	233	82	18	225	54	20	108	27	13
87. Smokes	367	82	18	295	140	20	192	27	13
88. Was well groomed	617	76	18	525	99	20	100	0	13
89. Has a large nose	400	33	18	225	62	20	200	0	13
90. Has a medium build	406	23	18	410	151	20	200	0	13

TABLE 18. SUMMARY STATISTICS FOR SECRETARY (continued)

No.	Item	FAVORABILITY			FREQUENCY			IMPORTANCE		
		Mean	SD	N	Mean	SD	N	Mean	SD	N
91.	Has a good complexion	494	97	18	485	106	20	162	49	13
92.	Has bad breath	244	83	18	200	77	20	123	42	13
93.	Bald	361	95	18	150	97	20	192	28	12
94.	Needs a shave	211	94	18	155	107	20	117	37	12
95.	Is about 5 feet 6 inches tall	417	50	18	310	109	20	200	0	13
96.	Is about 6 feet 6 inches tall	339	111	18	100	0	20	167	47	12
97.	Markedly underweight	289	110	18	175	43	20	162	49	13
98.	Weighs about 175 lbs.	306	108	18	160	49	20	154	50	13
99.	Is about 19 years old	350	101	18	325	122	20	177	42	13
100.	Is about 35 years old	478	92	18	260	86	20	185	36	13
101.	Is engaged to be married	356	96	9	222	42	9	183	37	6
102.	Is divorced	411	31	9	289	57	9	167	47	6
103.	Has been married five years	478	63	9	289	31	9	167	47	6
104.	Has no children	411	57	9	300	125	9	150	50	6
105.	Spouse is a college graduate	456	107	9	333	67	9	167	47	6
106.	Has lived in the community all his life	489	74	9	333	125	9	183	37	6
107.	Comes from a well-to-do family	389	99	9	267	82	9	200	0	6
108.	Plans to ride in a car pool	322	92	9	222	79	9	183	37	6
109.	Owns a car	456	83	9	411	110	9	167	47	6
110.	Rents a house	411	74	9	278	92	9	183	37	6
111.	Recently purchased a new home	500	82	9	267	133	9	167	47	6
112.	Is presently active in one outside group (civic, fraternal, political)	478	63	9	289	129	9	150	50	6
113.	Has a poor credit rating	200	149	9	233	67	9	117	37	6
114.	Has no savings account, spends what he earns	267	94	9	289	129	9	183	37	6
115.	Has changed jobs many times	167	94	9	211	31	9	100	0	6
116.	Previous employer gave him a good reference	589	87	9	522	63	9	117	37	6
117.	Has increased his monthly pay through one of his last job changes	533	105	9	478	131	9	150	50	6
118.	Is currently employed and is looking for a new job	433	105	9	356	134	9	150	50	6
119.	Is currently employed and is looking for an additional (part time) job	322	140	9	156	68	9	117	37	6
120.	Has served in the armed services	411	120	9	200	115	9	183	37	6

TABLE 18. SUMMARY STATISTICS FOR SECRETARY (continued)

No.	Item	FAVORABILITY Mean	SD	N	FREQUENCY Mean	SD	N	IMPORTANCE Mean	SD	N
121.	Had a "D" average in high school	211	87	9	156	68	9	100	0	6
122.	Had no outside activities in high school	311	120	9	222	92	9	133	47	6
123.	Is a high school graduate—no college	433	125	9	456	150	9	117	37	6
124.	Had a "B" average in college	544	96	9	289	99	9	133	47	6
125.	Was active in several groups while attending college	522	92	9	333	115	9	150	50	6
126.	Has had one year of college	556	68	9	356	134	9	183	37	6
127.	Has a Master's degree	322	123	9	122	42	9	150	50	6
128.	Earned half of his school expenses	567	94	9	233	82	9	150	50	6
129.	Takes shorthand	622	63	9	578	113	9	117	37	6
130.	Misspelled words on the application form	178	42	9	222	63	9	100	0	6
131.	Drew from a large vocabulary when speaking	544	134	9	311	99	9	117	37	6
132.	Was to-the-point, gave short answers	500	141	9	344	107	9	117	37	6
133.	Lost his train of thought while talking	222	103	9	156	50	9	100	0	6
134.	Has a police record	189	185	9	133	47	9	100	0	6
135.	Has an accent	311	110	9	189	57	9	183	37	6
136.	Spoke too softly—was hard to hear	278	103	9	211	110	9	133	47	6
137.	Has a high pitched voice	278	92	9	178	42	9	167	47	6
138.	Talked too fast	333	163	9	211	57	9	133	47	6
139.	Is articulate	533	141	9	389	159	9	100	0	6
140.	Drawled	378	147	9	222	79	9	150	50	6
141.	Spoke in a monotone	322	131	9	189	57	9	133	47	6
142.	Voice seemed strained	300	94	9	178	42	9	150	50	6
143.	Used impersonal, unemotional language in talking about himself	433	115	9	211	87	9	167	47	6
144.	Cursed—used profanity	133	47	9	111	31	9	100	0	6
145.	Asked about his potential co-workers	456	117	9	167	82	9	167	47	6
146.	Asked about fringe benefits	511	87	9	400	156	9	150	50	6
147.	Asked questions about the job duties of the position he is seeking	589	87	9	500	149	9	133	47	6
148.	Gave curved answers to straight questions	211	57	9	222	63	9	100	0	6
149.	Blushed often during the interview	311	74	9	189	57	9	150	50	6
150.	Chewed gum	178	63	9	178	63	9	117	37	6

TABLE 18. SUMMARY STATISTICS FOR SECRETARY (continued)

No. Item	FAVORABILITY			FREQUENCY			IMPORTANCE		
	Mean	SD	N	Mean	SD	N	Mean	SD	N
151. Rubbed hand over mouth often	278	79	9	144	50	9	133	47	6
152. Looked you in the eye	444	126	9	544	107	9	133	47	6
153. Has an expressive face	467	82	9	444	96	9	133	47	6
154. Placed elbow on desk	278	103	9	178	63	9	167	47	6
155. Gripped armrests tightly or ran hands along them nervously	267	115	9	222	79	9	150	50	6
156. Appeared calm and relaxed throughout the entire interview	533	133	9	422	147	9	133	47	6
157. Smoked a lot	300	94	9	189	87	9	133	47	6
158. Wears rings—other than a wedding band	433	94	9	333	125	9	200	0	6
159. Is physically handicapped	356	68	9	167	47	9	117	37	6
160. Has buck teeth	389	87	9	189	57	9	150	50	6
161. Wears white socks with a dark suit	344	157	9	167	125	9	133	47	6
162. Has a poor complexion	322	63	9	222	42	9	133	47	6
163. Has chewed fingernails	289	99	9	244	83	9	117	37	6
164. Has dandruff	322	63	9	189	74	9	150	50	6
165. Is less than 5 feet tall	411	120	9	167	67	9	150	50	6
166. Is about 5 feet 9 inches tall	367	67	9	222	42	9	183	37	6
167. Weighs about 100 lbs.	356	68	9	267	47	9	183	37	6
168. Weighs about 200 lbs.	222	92	9	156	50	9	117	37	6
169. Is 21 years old	356	83	9	333	105	9	183	37	6
170. Is about 40 years old	467	94	9	300	47	9	167	47	6
171. Is married	420	54	15	433	120	18	171	46	17
172. Has been divorced and is now married	393	57	15	222	71	18	176	42	17
173. Just married	380	98	15	267	75	18	129	46	17
174. Has two dependent children	447	120	15	267	75	18	144	50	16
175. Spouse works full time	467	87	15	578	108	18	171	46	17
176. Comes from a small family	407	25	15	406	91	18	200	0	17
177. Has lived in many areas of the country	427	85	15	233	82	18	176	42	17
178. Has dependable transportation available for getting to work	607	93	15	583	69	18	106	24	17
179. Has two cars	480	105	15	283	101	18	182	38	17
180. Lives close to work	520	105	15	411	120	18	141	49	17

TABLE 18. SUMMARY STATISTICS FOR SECRETARY (continued)

No. Item	FAVORABILITY Mean	SD	N	FREQUENCY Mean	SD	N	IMPORTANCE Mean	SD	N
181. Lives in a lower class neighborhood	367	70	15	211	46	18	182	38	17
182. Presently active in an outside group (civic, fraternal, political, etc.)	527	77	15	267	88	18	165	48	17
183. Has a good credit rating	580	105	15	544	90	18	118	38	17
184. Is now a teacher	380	156	15	172	73	18	171	46	17
185. Has been employed in a wide variety of positions	333	107	15	244	60	18	100	0	16
186. Most recent employer gave him a bad reference	200	73	15	194	62	18	100	0	17
187. Has taken a pay cut on one of his last jobs	327	77	15	222	71	18	124	42	17
188. Is currently unemployed and worked for past employer less than one year	233	101	15	250	90	18	118	38	17
189. Has been on present job one year	400	110	15	317	134	18	135	48	17
190. Discharged from the service as a private—no promotions	320	98	15	156	112	18	153	50	15
191. Had a "C" average in high school	333	60	15	361	121	18	135	48	17
192. Was president of senior class in high school	560	95	15	172	93	18	165	48	17
193. Worked while in high school	560	61	15	317	101	18	124	42	17
194. Had an "A" average in college	580	111	15	150	76	18	112	32	17
195. Is attending evening classes	587	62	15	250	76	18	118	38	17
196. Has had two years of college	540	136	15	283	83	18	118	38	17
197. Has a Ph.D. degree	253	189	15	100	0	18	144	50	16
198. Earned 75 percent of his expenses while at school	580	75	15	200	82	18	141	49	17
199. Knows how to type	673	77	15	689	31	18	100	0	17
200. Followed directions when filling out application form	640	71	15	600	75	18	100	0	17
201. Used many big words	367	135	15	228	65	18	165	48	17
202. Explains things in unnecessary detail	233	70	15	228	65	18	118	38	17
203. Asked clear questions, it is easy to tell what he wants to know	647	50	15	489	141	18	106	24	17
204. Is over-qualified for the job he's being interviewed for	260	114	15	244	60	18	106	24	17
205. Spoke forcefully	453	145	15	289	110	18	124	42	17
206. Voice carries well	587	72	15	483	96	18	135	48	17
207. Voice had normal pitch	547	88	15	539	89	18	124	42	17
208. Spoke with a slow, steady pace	487	120	15	317	112	18	124	42	17
209. Speech was concise	580	54	15	450	121	18	112	32	17
210. Stuttered	213	96	15	122	42	18	118	38	17

TABLE 18. SUMMARY STATISTICS FOR SECRETARY (continued)

No.	Item	FAVORABILITY Mean	FAVORABILITY SD	FAVORABILITY N	FREQUENCY Mean	FREQUENCY SD	FREQUENCY N	IMPORTANCE Mean	IMPORTANCE SD	IMPORTANCE N
211.	Talked out of the side of his mouth	167	70	15	133	47	18	124	42	17
212.	Cleared his throat several times	293	77	15	211	99	18	176	42	17
213.	Uses phrases like—do you understand, know what I mean, is that clear	200	82	15	206	91	18	124	42	17
214.	Asked about promotion possibilities	533	70	15	383	138	18	118	38	17
215.	Asked about working conditions	527	93	15	372	166	18	129	46	17
216.	Pressed for details about the job	467	140	15	344	161	18	135	48	17
217.	Applicant has a rapid tempo—responds, speaks, and moves at a fast rate	480	117	15	256	68	18	124	42	17
218.	Laughed a lot	360	114	15	233	75	18	124	42	17
219.	Kept his mouth open when not talking	247	81	15	139	49	18	135	48	17
220.	Blinks a lot	240	71	15	150	50	18	129	46	17
221.	Sat with hands behind head	147	81	15	100	0	18	106	24	17
222.	Used his hands while talking (gesture)	347	109	15	311	105	18	165	48	17
223.	Awkward, bodily postures and movements lack grace and ease	220	75	15	200	58	18	135	48	17
224.	Sat rigidly upright in chair	293	93	15	233	100	18	159	49	17
225.	Tapped foot nervously	227	85	15	156	50	18	124	42	17
226.	Smokes while talking to you	247	120	15	211	133	18	153	50	17
227.	Listened attentively	600	52	15	572	73	18	106	24	17
228.	Flamboyant in personal attire	207	93	15	217	69	18	112	32	17
229.	Medical records and his appearance indicate he is in excellent health	647	72	15	578	63	18	118	38	17
230.	Has a crew cut	260	150	15	172	137	18	173	44	15
231.	Was over dressed	200	97	15	189	57	18	124	42	17
232.	There was lint on his clothes	253	126	15	161	59	18	141	49	17
233.	Has long hair	380	83	15	422	175	18	156	50	16
234.	Wears a beard	200	126	15	156	112	18	136	48	14
235.	Is about 5 feet tall	387	50	15	322	113	18	182	38	17
236.	Is about 6 feet tall	347	88	15	161	89	18	188	33	16
237.	Weighs about 125 lbs.	467	94	15	439	130	18	182	38	17
238.	Weighs about 225 lbs.	220	168	15	139	76	18	125	43	16
239.	Is about 25 years old	553	96	15	328	115	18	171	46	17
240.	Is about 45 years old	400	186	15	200	58	18	165	48	17

TABLE 18. SUMMARY STATISTICS FOR SECRETARY (continued)

No. Item	FAVORABILITY Mean	SD	N	FREQUENCY Mean	SD	N	IMPORTANCE Mean	SD	N
241. Is having family problems	243	79	21	258	75	19	105	21	21
242. Is widowed	443	66	21	221	52	19	176	43	21
243. Got married while attending high school	305	84	21	168	57	19	135	48	20
244. Has six dependent children	295	129	21	132	46	19	114	35	21
245. Spouse is a teacher	467	84	21	200	73	19	184	36	19
246. Comes from a middle class family	448	59	21	511	117	19	175	43	20
247. Comes from a broken home	386	35	21	274	85	19	165	48	20
248. Lives in the suburbs	424	75	21	411	168	19	181	39	21
249. Is now renting an apartment	400	0	21	432	113	19	185	36	20
250. Lives in a middle class neighborhood	429	63	21	526	116	19	180	40	20
251. Frequently entertains others in his home	438	72	21	326	78	19	189	31	18
252. Has no outstanding debts	529	98	21	363	138	19	140	49	20
253. Carries no life insurance	357	58	21	379	151	19	175	43	20
254. Was fired from his last job	205	72	21	184	36	19	100	0	21
255. Has worked in many different occupations	262	84	21	226	55	19	100	0	20
256. Has had very few pay raises on previous jobs	305	72	21	263	87	19	115	36	20
257. Has never collected unemployment compensation	505	72	21	505	143	19	145	50	20
258. Is currently unemployed and worked for past employer for 3 years	476	75	21	253	104	19	120	40	20
259. Held one job for past 4 years	571	55	21	311	102	19	110	29	21
260. Was dishonorably discharged from the army	167	104	21	142	99	19	111	31	19
261. Had a "B" average in high school	562	58	21	416	87	19	120	40	20
262. Dropped out of high school	205	79	21	153	68	19	105	21	21
263. Had a "D" average in college work	267	78	21	153	60	19	114	35	21
264. Attended a college which has a poor scholastic reputation	348	59	21	226	107	19	145	50	20
265. Graduated from technical or vocational school after high school	524	81	21	321	120	19	115	36	20
266. Has had three years of college	543	85	21	242	59	19	124	43	21
267. Earned none of his expenses while at school	367	78	21	305	139	19	155	50	20
268. Hasn't been in the armed services	386	64	21	558	182	19	175	43	20
269. Did a sloppy job of completing the application form	224	75	21	242	75	19	100	0	20
270. Expressed thoughts clearly and distinctly	605	58	21	416	109	19	100	0	21

TABLE 18. SUMMARY STATISTICS FOR SECRETARY (continued)

No. Item	FAVORABILITY			FREQUENCY			IMPORTANCE		
	Mean	SD	N	Mean	SD	N	Mean	SD	N
271. Speech was grammatically precise	567	64	21	389	107	19	105	22	20
272. Used inappropriate words	276	61	21	242	59	19	100	0	21
273. Is seeking part-time employment	314	108	21	226	64	19	114	35	21
274. Friend or relative employed by company told about employment opportunity	490	127	21	268	65	19	133	47	21
275. Came for interview, result of special recruiting campaign by company	538	79	21	300	175	19	125	43	20
276. Was referred by the state employment service	452	101	21	211	79	19	160	49	20
277. Was referred by the placement office at the school he attended	500	93	21	211	45	19	135	48	20
278. Was referred by a private employment agency	448	79	21	389	152	19	160	49	20
279. Saw an ad in the newspaper and came in for an interview	514	89	21	326	171	19	142	49	19
280. Waits a few seconds before answering questions	410	92	21	289	64	19	147	50	19
281. Speech was abrupt and halting	271	55	21	211	45	19	100	0	21
282. Interjected many um's, ah's, or uh's	281	59	21	284	104	19	115	36	20
283. Applicant's speech is cautious—indicates doubt using perhaps, I think	305	90	21	247	88	19	124	43	21
284. Asked about his potential supervision	490	75	21	284	114	19	140	49	20
285. Asked about vacations	433	94	21	337	118	19	170	46	20
286. Gave an evasive and vague answer when asked why he left his last job	195	58	21	237	87	19	100	0	21
287. Smiles with mouth only—the rest of face (especially eyes) unsmiling	324	75	21	232	57	19	140	49	20
288. Squints	338	72	21	216	67	19	140	49	20
289. Picked his nose	148	66	21	132	73	19	105	21	21
290. Has a weak handshake	300	87	21	268	138	19	170	46	20
291. Manipulation of small objects (pencil, cigarettes) tends to be clumsy	310	53	21	189	55	19	145	50	20
292. Squirmed in chair	276	61	21	211	45	19	124	43	21
293. Was nervous at the beginning of the interview	386	71	21	363	98	19	165	48	20
294. Has nervous smoking habits	319	59	21	242	94	19	124	43	21
295. Smiled in a conceited manner	310	87	21	200	65	19	138	49	21
296. Ears stick out	386	64	21	184	99	19	195	22	19
297. Physique appears feminine	486	136	21	600	152	19	153	50	19
298. Needs a haircut	276	97	21	216	109	19	116	36	19
299. Is clean shaven	467	128	21	489	222	19	144	50	18
300. Looks tired	333	71	21	242	59	19	124	43	21

TABLE 18. SUMMARY STATISTICS FOR SECRETARY (continued)

No.	Item	FAVORABILITY			FREQUENCY			IMPORTANCE		
		Mean	SD	N	Mean	SD	N	Mean	SD	N
301.	Wears glasses	410	29	21	363	81	19	189	31	19
302.	Is about 5 feet 3 inches tall	419	50	21	400	97	19	200	0	19
303.	Is about 6 feet 3 inches tall	357	85	21	147	94	19	163	48	19
304.	Is markedly overweight	233	78	21	242	59	19	110	29	21
305.	Weighs about 150 lbs.	371	55	21	253	82	19	180	40	20
306.	Weighs about 250 lbs.	214	104	21	116	67	19	105	22	20
307.	Is about 30 years old	448	79	21	316	67	19	176	43	21
308.	Is about 55 years old	329	108	21	195	69	19	143	49	21
309.	Is a male	257	133	21	137	74	19	137	48	19
310.	Is a female	576	123	21	663	74	19	150	50	20
311.	Feels he's gotten nowhere and must change jobs now or never	389	118	63	215	82	66	123	42	56
312.	Says he dislikes routine desk jobs	322	136	63	289	144	66	100	0	57
313.	Says he can get a great deal done in a short time	511	106	63	276	113	66	119	39	57
314.	Says he does not want a job involving responsibility for others' work	295	106	63	206	95	66	120	40	56
315.	Says he wants a job where there is opportunity for promotion	535	104	63	479	144	66	105	22	57
316.	Says he needs an occasional pat-on-the-back to keep him going	365	122	63	235	152	66	125	43	56
317.	Says he prefers to work alone	286	110	63	195	81	66	104	18	57
318.	Says he is seeking higher wages	443	89	63	465	147	66	132	47	56
319.	Says he makes a principle of never taking his job home with him	376	108	63	171	73	66	141	49	56
320.	Says he has an even temperament	529	98	63	320	162	66	134	47	56
321.	Says he's inclined to be moody	217	83	63	155	58	66	107	26	57
322.	Says he's not concerned about what others think about him	276	109	63	150	63	66	107	26	56
323.	Says he is quite sure of himself	440	128	63	282	127	66	118	38	56
324.	Says he tends to act on impulse	256	94	63	167	64	66	109	29	56
325.	Says he keeps up with the current events	556	71	63	264	141	66	148	50	56
326.	Thinks most people are queer mentally, they don't like to admit it	225	93	63	120	43	66	109	29	56
327.	Says he finds a number of people hard to get along with	183	78	42	179	69	66	104	18	57
328.	Says he is unhappy in his marriage	230	88	63	164	64	66	109	28	57
329.	Most people are irrational and their opinions are likely to be worthless	165	78	63	115	36	66	100	0	57
330.	Says he can remember faces, names, and incidents better than most people	498	115	63	186	95	66	127	44	56

TABLE 18. SUMMARY STATISTICS FOR SECRETARY (continued)

No.	Item	FAVORABILITY Mean	SD	N	FREQUENCY Mean	SD	N	IMPORTANCE Mean	SD	N
331.	Says he is satisfied with his present vocational achievements	339	138	18	225	94	20	115	36	13
332.	Says he is satisfied with the promotional opportunities on present job	406	85	18	180	68	20	123	42	13
333.	Says he's more satisfied than dissatisfied with his present job	428	93	18	230	100	20	131	46	13
334.	Says he would work hard if he got the job	506	143	18	420	157	20	138	49	13
335.	Says he is satisfied with the pay on his present job	433	67	18	210	44	20	123	42	13
336.	Says he will not work weekends	278	103	18	240	146	20	154	50	13
337.	Would like working on a commission basis—provides incentive to work hard	372	119	18	130	71	20	158	49	12
338.	Says he likes variety and change in a job	517	117	18	460	174	20	115	36	13
339.	Says he is always on time for his work	583	101	18	340	177	20	131	46	13
340.	Says he likes writing reports	561	106	18	250	124	20	154	50	13
341.	Says he likes flexible working hours	328	148	18	190	109	20	115	36	13
342.	Says he prefers to deal with people rather than things or ideas	450	107	18	350	143	20	115	36	13
343.	Says he wants a job where he can contribute to others' welfare	467	100	18	265	135	20	162	49	13
344.	Says he wishes he had more money	378	85	18	325	187	20	169	46	13
345.	Likes to do own planning, no interruptions or suggestions from others	272	80	18	205	92	20	100	0	13
346.	Says he is in excellent physical health	583	83	18	500	126	20	138	49	13
347.	Says anyone who is unemployed has only himself to blame	372	141	18	175	122	20	154	50	13
348.	Says he has more than his share of novel ideas	372	119	18	160	80	20	154	50	13
349.	Says he dislikes criticism	211	81	18	170	64	20	108	27	13
350.	Says he's a very mature person	439	111	18	250	147	20	146	50	13
351.	Says he is very dependable	550	90	18	390	170	20	138	49	13
352.	Says he is a political conservative	417	69	18	145	80	20	192	27	13
353.	Says he likes to direct others' activities	411	120	18	230	64	20	154	50	13
354.	Says he never worries about possible misfortunes	450	96	18	180	117	20	169	46	13
355.	Says he tends to be critical of others	250	107	18	175	70	20	115	36	13
356.	Says he expresses his judgments publicly regardless of criticism	256	101	18	175	62	20	100	0	13
357.	Says he prefers to deal with people rather than things	444	112	18	385	156	20	115	36	13
358.	Says he obeys all rules and regulations	528	99	18	310	167	20	138	49	13
359.	Says he likes continually changing activities	406	147	18	310	126	20	123	42	13
360.	Says he entertains in his home on average of once every 2 weeks	417	76	18	135	48	20	185	36	13

TABLE 18. SUMMARY STATISTICS FOR SECRETARY (continued)

No. Item	FAVORABILITY Mean	SD	N	FREQUENCY Mean	SD	N	IMPORTANCE Mean	SD	N
361. Says he likes pets	394	78	18	245	150	20	192	27	13
362. Says he won't discuss his finances because they are personal	361	138	18	195	102	20	169	46	13
363. Says he doesn't drink and he doesn't think that others should	267	111	18	135	48	20	154	50	13
364. Says everyone is basically honest	439	116	18	280	157	20	162	49	13
365. He makes rash remarks in fun to surprise people and see what they say	211	105	18	130	46	20	115	36	13
366. Says he sometimes becomes irritated at other people	311	129	18	215	79	20	154	50	13
367. Says he has difficulty getting acquainted with strangers	283	101	18	215	57	20	154	50	13
368. Says he is a good leader	461	95	18	240	97	20	154	50	13
369. Says he tries to avoid hurting other peoples' feelings	533	88	18	285	135	20	131	46	13
370. He attended the college he did because all his friends were going there	328	87	18	215	101	20	177	42	13
371. Says he is seeking part-time work to supplement income on present job	489	137	9	456	126	9	133	47	6
372. Says he is familiar with competing firms	444	107	9	167	47	9	167	47	6
373. Says he called in sick so that he could come to this interview	278	175	9	178	63	9	150	50	6
374. Says he is dissatisfied with the pay on his present job	400	47	9	467	94	9	133	47	6
375. Is looking for a new job because he couldn't get along with his boss	244	96	9	244	68	9	100	0	6
376. Is seeking part-time work to supplement the income of present job	333	149	9	178	123	9	100	0	6
377. Says he has trouble doing tiresome routine work over long period of time	333	170	9	267	176	9	117	37	6
378. Says he would refuse to work evenings or weekends	256	150	9	256	171	9	117	37	6
379. Says he likes regular hours for work	444	96	9	433	141	9	167	47	6
380. Says he drives himself steadily (doesn't work by fits and starts)	500	105	9	200	67	9	133	47	6
381. Prefers a secure job with less pay to uncertain position with higher pay	478	131	9	200	82	9	117	37	6
382. Says he likes work which requires him to persuade and convince others	456	83	9	144	50	9	133	47	6
383. Says he wants a job where he can contribute new ideas	489	120	9	233	115	9	133	47	6
384. Says he likes working on complex and difficult problems	544	126	9	233	115	9	133	47	6
385. Says he thinks he would like interviewing job applicants	422	92	9	267	141	9	133	47	6
386. Says he can accept criticism without getting mad	578	92	9	344	183	9	117	37	6
387. Says he is very careful when making a decision	500	133	9	322	181	9	117	37	6
388. Says he is an Atheist	344	83	9	133	47	9	167	47	6
389. Says he sometimes feels grouchy	289	99	9	189	87	9	[illegible]	47	6
390. Says he is very independent	378	162	9	233	67	9	133	47	6

TABLE 18. SUMMARY STATISTICS FOR SECRETARY (continued)

No.	Item	FAVORABILITY			FREQUENCY			IMPORTANCE		
		Mean	SD	N	Mean	SD	N	Mean	SD	N
391.	Says he is unusually cheerful	533	94	9	367	125	9	117	37	6
392.	Says he is a political liberal	422	79	9	167	125	9	183	37	6
393.	Says he is a fast thinker	522	147	9	233	156	9	133	47	6
394.	Says he sometimes gets rattled in critical situations	344	150	9	211	120	9	117	37	6
395.	Says he never acts on the spur of the moment	411	129	9	244	206	9	133	47	6
396.	Says he is a very cautious person	411	129	9	222	162	9	133	47	6
397.	Says he feels guilty unless he is accomplishing something	467	141	9	311	145	9	133	47	6
398.	Says he enjoys dancing	478	92	9	244	157	9	183	37	6
399.	Says he likes entertaining others	422	92	9	178	113	9	167	47	6
400.	Says he is interested in literature and the arts	511	57	9	256	96	9	167	47	6
401.	Says he limits his participation in sports to watching television sports	367	47	9	244	177	9	183	37	6
402.	Says he likes to travel when taking a vacation	411	87	9	389	152	9	183	37	6
403.	Says most people seem to like him	489	120	9	344	142	9	150	50	6
404.	Says he likes adjusting difficulties of others	400	105	9	167	105	9	133	47	6
405.	Sometimes makes rash remarks in fun, surprise people, see what they say	233	94	9	133	67	9	100	0	6
406.	Says he makes friends easily	511	129	9	322	140	9	117	37	6
407.	Says he is considered a thoughtful person	500	125	9	267	149	9	117	37	6
408.	Says he knows many people, he has a large number of acquaintances	467	82	9	256	83	9	167	47	6
409.	Says he likes to spend his spare time with his family	522	113	9	344	150	9	167	47	6
410.	Says he liked school	533	82	9	356	134	9	150	50	6
411.	Says he expects to progress rapidly in the structure of the company	333	107	15	172	80	18	118	38	17
412.	Says he first actively considered making a change in jobs a week ago	333	140	15	200	75	18	147	50	17
413.	Is leaving his job because he can't get along with people he works with	173	77	15	233	47	18	100	0	17
414.	Says he is satisfied with the job duties on his present job	487	72	15	317	90	18	129	46	17
415.	Says he will not work on Saturdays	233	101	15	239	153	18	135	48	17
416.	Says he left last job because he did not receive an anticipated raise	313	102	15	261	49	18	118	38	17
417.	Says he prefers to work on his own	367	135	15	206	97	18	106	24	17
418.	Says he can keep working for long stretches	533	87	15	222	127	18	135	48	17
419.	Says he likes methodical work	387	131	15	222	97	18	129	46	17
420.	After he's done difficult parts of job, hates to finish up odds and ends	233	70	15	128	45	18	100	0	17

TABLE 18. SUMMARY STATISTICS FOR SECRETARY (continued)

No.	Item	FAVORABILITY Mean	FAVORABILITY SD	FAVORABILITY N	FREQUENCY Mean	FREQUENCY SD	FREQUENCY N	IMPORTANCE Mean	IMPORTANCE SD	IMPORTANCE N
421.	Says he is troubled by the fact that he may be in the wrong line of work	273	106	15	150	69	18	112	32	17
422.	Says he wants a job which will give him power	187	88	15	111	31	18	100	0	17
423.	Says that hardly any activity really counts unless it is task-oriented	267	79	15	117	37	18	124	42	17
424.	Says he doesn't care for the responsibility of supervising others' work	327	100	15	217	121	18	141	49	17
425.	Says he can carry out plans assigned by other people	567	107	15	344	167	18	112	32	17
426.	Says he never has any colds or minor illnesses during the year	567	130	15	250	117	18	124	42	17
427.	Says he enjoys being alone	353	115	15	156	60	18	124	42	17
428.	Says he likes to take chances	327	85	15	156	68	18	129	46	17
429.	Says his feelings are sometimes easily hurt	267	94	15	161	68	18	106	24	17
430.	Says he is optimistic	567	70	15	261	153	18	135	48	17
431.	Says he is trustworthy	567	114	15	300	173	18	129	46	17
432.	Says he has a great deal of common sense	533	140	15	283	154	18	129	46	17
433.	Says he attends religious services regularly	520	111	15	272	185	18	165	48	17
434.	Says he quit smoking several months ago	473	77	15	144	76	18	188	32	17
435.	Says he is a somewhat slow and leisurely person	287	72	15	161	76	18	106	24	17
436.	Says he is usually very frank and open	473	100	15	261	142	18	124	42	17
437.	Says he values logical explanations	533	87	15	256	154	18	118	38	17
438.	Says he likes to take the lead in group activities	513	72	15	194	97	18	141	49	17
439.	Says he adapts well in new situations	613	62	15	317	154	18	113	33	16
440.	Says he spends a lot of time and energy in pursuit of his hobbies	500	73	15	217	96	18	159	49	17
441.	Says he is interested in philosophical problems	433	70	15	189	120	18	171	46	17
442.	Says he is very careful to keep all his records up to date	573	93	15	272	163	18	118	38	17
443.	Is baffled by people who get excited over concepts, theories, ideas, etc.	300	82	15	144	76	18	153	50	17
444.	Says he dislikes people who borrow things	373	68	15	150	69	18	176	42	17
445.	Makes rash remarks in fun, to surprise people and see what they say	247	96	15	122	53	18	106	24	17
446.	Says he wants to be of genuine service to people	567	47	15	289	159	18	129	46	17
447.	He can usually get people to do what he wants	440	145	15	183	107	18	112	32	17
448.	Says he values technical competence over personal likeableness	353	131	15	156	96	18	129	46	17
449.	Says he likes to play with his kids in the evening	560	49	15	300	170	18	163	48	16
450.	Says he enjoyed the discipline the armed services required of him	467	149	15	172	124	18	160	49	15

TABLE 18. SUMMARY STATISTICS FOR SECRETARY (continued)

No.	Item	FAVORABILITY			FREQUENCY			IMPORTANCE		
		Mean	SD	N	Mean	SD	N	Mean	SD	N
451.	Came for interview because he heard this company is good to work for	538	79	21	379	164	19	140	49	20
452.	Says he would be willing to relocate for his job	495	84	21	221	132	19	137	48	19
453.	Says he first actively considered changing jobs about a month ago	419	96	21	263	104	19	165	48	20
454.	Says he left his last job because of low pay	438	72	21	374	116	19	150	50	20
455.	Says he's leaving job because the people he works with dislike him	219	66	21	179	83	19	100	0	21
456.	Says he is dissatisfied with the co-workers on his present job	252	66	21	232	73	19	100	0	21
457.	Says he will not work evenings	310	97	21	305	170	19	145	50	20
458.	Says he prefers to work evening hours	329	112	21	168	73	19	133	47	21
459.	Says he gets bored by routine work	324	97	21	358	131	19	100	0	21
460.	Says he likes work which requires considerable attention to detail	533	47	21	316	67	19	105	22	20
461.	Says he does not care about what kind of work he will be doing	276	119	21	211	85	19	119	39	21
462.	Says he would prefer straight salary to a commission only plan	457	118	21	353	248	19	159	49	17
463.	Says he looks to work for his life-satisfactions	390	123	21	258	131	19	121	41	19
464.	Says he likes taking responsibility	576	43	21	395	143	19	100	0	21
465.	Says he likes to plan for himself	476	111	21	368	98	19	100	0	20
466.	Says he fears failure	324	127	21	168	73	19	100	0	20
467.	Says his present failures are due to childhood deprivation	229	103	21	111	31	19	110	30	20
468.	Says he makes decisions only after a great deal of thought	390	134	21	221	89	19	120	40	20
469.	Says he is an active person	529	55	21	363	118	19	140	49	20
470.	Says he is a very patient person	562	58	21	332	117	19	124	43	21
471.	Says he is a very religious person	443	73	21	189	72	19	167	47	21
472.	Says he never attends regular religious services	362	65	21	132	57	19	174	44	19
473.	Says he likes privacy	381	91	21	232	122	19	138	49	21
474.	Says he likes to keep on the go all the time	486	89	21	295	132	19	130	46	20
475.	Says he would rather not take chances or run risks	386	108	21	221	100	19	130	46	20
476.	Says he likes working with people	586	64	21	574	96	19	100	0	21
477.	Says he prefers action to contemplation	505	72	21	311	152	19	130	46	20
478.	Says he thinks he would like making a speech	462	79	21	168	92	19	168	46	19
479.	Says he prefers small, quiet gatherings to large, gay parties	429	63	21	237	131	19	180	40	20
480.	Says he frequently attends football (basketball, baseball, etc.) games	429	63	21	268	86	19	195	22	19

TABLE 18. SUMMARY STATISTICS FOR SECRETARY (continued)

No.	Item	FAVORABILITY			FREQUENCY			IMPORTANCE		
		Mean	SD	N	Mean	SD	N	Mean	SD	N
481.	Says he plays bridge	424	43	21	247	88	19	200	0	19
482.	Says he likes meeting people	576	75	21	511	97	19	110	29	21
483.	Says he dislikes people who are easily led	443	90	21	200	121	19	160	49	20
484.	Says he likes people who talk about themselves	367	78	21	158	67	19	150	50	20
485.	Makes rash remarks in fun to surprise people and see what they say	248	85	21	137	48	19	110	29	21
486.	Says he likes energetic people	505	79	21	311	107	19	145	50	20
487.	Says he is a good mixer	548	66	21	332	138	19	135	48	20
488.	Says he likes to study human nature and wants to understand people	481	96	21	284	146	19	126	44	19
489.	Says he has conflicts with spouse over outside interests	295	72	21	168	57	19	140	49	20
490.	Says he volunteered for the armed services	400	111	21	153	99	19	184	36	19
491.	Maintains self-control when others try to provoke him	610	77	63	402	119	66	109	29	56
492.	Acts as if he is accustomed to having his own way	259	94	63	270	74	66	113	33	56
493.	Easy to talk with	600	71	63	514	78	66	116	36	57
494.	Readily accepts ideas currently in vogue	468	114	63	435	111	66	154	50	56
495.	Can withstand a great deal of pressure	638	55	63	348	109	66	107	26	57
496.	Would break rules if he thought he couldn't get caught	171	82	63	230	92	66	102	13	54
497.	Persistent, does not give up easily	565	98	63	341	89	66	116	37	56
498.	Too pleasant and agreeable	316	118	63	267	103	66	140	49	57
499.	Has unrealistic desires for advancement	219	81	63	270	106	66	111	31	57
500.	Concerned with making a good impression	470	129	63	506	127	66	114	35	57
501.	Poorly informed as to his vocational aptitudes and skills in various jobs	240	81	63	264	105	66	113	33	56
502.	Sensitive to others' needs	565	106	63	350	103	66	116	37	56
503.	Deliberate in his actions and speech	478	115	63	367	112	66	129	45	56
504.	Punctual, careful to be on time	621	72	63	505	84	66	102	13	55
505.	Indecisive—can't make up his mind	211	80	63	268	91	66	118	38	56
506.	Controls his emotions effectively	583	70	63	474	117	66	111	31	56
507.	Fears decisions and tests	243	90	63	326	109	66	125	43	56
508.	Would give in to avoid controversy	344	128	63	339	118	66	138	48	56
509.	Would stick to his guns under pressure	524	138	63	344	99	66	125	43	56
510.	Avoids extreme attitudes and opinions	506	122	63	470	125	66	137	48	57

TABLE 18. SUMMARY STATISTICS FOR SECRETARY (continued)

		FAVORABILITY			FREQUENCY			IMPORTANCE		
No.	Item	Mean	SD	N	Mean	SD	N	Mean	SD	N
511.	Would avoid trying anything which might be beyond his powers	317	121	18	390	141	20	125	43	12
512.	Will work best with close supervision	239	101	18	355	86	20	108	28	12
513.	Would not lose his composure easily	544	146	18	375	94	20	123	42	13
514.	Would put off doing an assigned task as long as possible	172	80	18	250	74	20	100	0	13
515.	Works mainly for anticipated rewards	261	121	18	430	165	20	123	42	13
516.	Judges himself and others in terms of wealth or material possessions	222	103	18	305	86	20	131	46	13
517.	Makes spur of the moment decisions	261	146	18	250	67	20	138	49	13
518.	Sees the world as predominantly hostile and threatening	178	92	18	200	84	20	115	36	13
519.	Is rational and logical	572	93	18	455	112	20	108	27	13
520.	Thinks with a practical turn of mind	578	97	18	425	118	20	108	27	13
521.	Identifies kindness with weakness	239	95	18	210	89	20	138	49	13
522.	Sees job he is applying for as stepping stone to other vocational goals	456	130	18	345	112	20	138	49	13
523.	Socially bungling—inept in human relationships	189	81	18	210	44	20	100	0	13
524.	Protective of those close to him (family or close friends)	472	99	18	370	162	20	162	49	13
525.	Manifests a critical or fault finding attitude toward others	217	90	18	230	64	20	108	27	13
526.	Worried about failing to get ahead	294	127	18	285	85	20	131	46	13
527.	Severe in his self-criticism	294	131	18	225	70	20	123	42	13
528.	Dogmatic in his thinking, thinks only one way to look at a situation	183	90	18	215	65	20	100	0	13
529.	His posture and gait are proud	467	94	18	330	110	20	177	42	13
530.	Busy, constantly on the go	450	117	18	330	105	20	146	50	13
531.	Has a what's in it for me attitude	222	85	18	290	118	20	108	27	13
532.	Has a pessimistic view of human beings and their potentialities	200	82	18	225	70	20	138	49	13
533.	Has rigid moral attitudes	389	141	18	365	139	20	146	50	13
534.	Lacks confidence	217	101	18	250	74	20	108	27	13
535.	Lacks depth of personality	278	92	18	265	57	20	123	42	13
536.	Seems to be poor leadership material	322	85	18	340	111	20	185	36	13
537.	Seems very knowledgeable culturally	544	76	18	315	85	20	146	50	13
538.	Fears failure	256	101	18	285	111	20	138	49	13
539.	Wants to be admired	378	131	18	420	136	20	162	49	13
540.	Wants financial security	517	83	18	545	102	20	169	46	13

TABLE 18. SUMMARY STATISTICS FOR SECRETARY (continued)

No. Item	FAVORABILITY			FREQUENCY			IMPORTANCE		
	Mean	SD	N	Mean	SD	N	Mean	SD	N
541. Would try to do what others expect	500	133	9	500	125	9	117	37	6
542. Would take risks when necessary	467	105	9	333	115	9	150	50	6
543. Would degrade others to enhance his own feelings of worth	222	181	9	222	63	9	117	37	6
544. Prides himself on his common sense	422	140	9	444	126	9	167	47	6
545. Lacks feeling of loyalty toward employers, schools, place of residence	233	183	9	278	103	9	100	0	6
546. Effective—gets things done correctly	567	149	9	467	82	9	100	0	6
547. Eager to get along with people	522	147	9	467	125	9	100	0	6
548. Uses people to benefit himself	200	125	9	256	83	9	117	37	6
549. Thinks clearly	633	67	9	456	96	9	100	0	6
550. Is a fast worker	622	79	9	400	105	9	100	0	6
551. Interested in people	511	145	9	478	92	9	133	47	6
552. Contemptuous of others	211	179	9	178	42	9	100	0	6
553. Straightforward in his dealings with other people	533	141	9	456	126	9	100	0	6
554. Afraid that others will perceive him as stupid	311	137	9	233	94	9	150	50	6
555. Cosmopolitan, at home in many different kinds of places and situations	533	133	9	344	83	9	133	47	6
556. Evaluates situation in terms of who is in control	367	94	9	289	129	9	133	47	6
557. Elated, has a happy mood	478	131	9	367	94	9	117	37	6
558. Frivolous, given to trifling	211	74	9	200	67	9	117	37	6
559. Has a creative mind	544	83	9	333	115	9	183	37	6
560. Has a good sense of humor	589	57	9	411	87	9	100	0	6
561. Has a career first, family second attitude	378	155	9	244	83	9	133	47	6
562. Knows what kind of job he wants	544	134	9	478	131	9	100	0	6
563. Took good advantage of educational opportunities	578	147	9	378	79	9	117	37	6
564. Lacks persistence	233	94	9	278	63	9	117	37	6
565. Aspires to jobs well beyond his abilities	256	134	9	311	87	9	100	0	6
566. Seemed preoccupied	244	96	9	211	57	9	100	0	6
567. Avoids arguments	467	141	9	433	170	9	117	37	6
568. Feels his life is meaningless	178	42	9	200	94	9	117	37	6
569. Wants authority	422	113	9	289	120	9	133	47	6
570. Seeks security	511	110	9	544	126	9	150	50	6

TABLE 18. SUMMARY STATISTICS FOR SECRETARY (continued)

No. Item	FAVORABILITY			FREQUENCY			IMPORTANCE		
	Mean	SD	N	Mean	SD	N	Mean	SD	N
571. Will accept responsibility for his work	673	44	15	539	89	18	106	24	17
572. Would willingly put in extra hours for the company	653	62	15	489	81	18	129	46	17
573. Would push and try to stretch limits to see what he can get away with	140	49	15	206	40	18	112	32	17
574. Lacks a goal or purpose in life	207	100	15	267	94	18	141	49	17
575. Does not take important matters seriously enough	193	77	15	233	82	18	124	42	17
576. Finds it difficult to control his feelings	187	62	15	217	60	18	118	38	17
577. Tends to act impulsively	213	96	15	222	79	18	124	42	17
578. Takes moral offenses lightly	193	85	15	178	63	18	129	46	17
579. Thinks analytically	520	75	15	311	105	18	153	50	17
580. Pursues momentary satisfactions—demands immediate rewards	220	111	15	250	83	18	124	42	17
581. Dislikes close supervision	347	150	15	300	145	18	129	46	17
582. Can delegate authority	487	109	15	261	83	18	171	46	17
583. Enthusiastic when meeting people for the first time	567	60	15	394	118	18	141	49	17
584. Critical of others	200	82	15	250	60	18	129	46	17
585. Spontaneous in dealing with people	547	109	15	367	120	18	141	49	17
586. Afraid to take a chance	307	106	15	261	76	18	159	49	17
587. Too quick to agree	300	82	15	322	123	18	147	50	17
588. Accurate in his work	667	60	15	467	88	18	100	0	17
589. Easy to suit, easily pleased	500	132	15	406	97	18	159	49	17
590. Has common sense	653	50	15	494	85	18	112	32	17
591. Has a fatalistic outlook on life	240	95	15	183	69	18	141	49	17
592. Has a realistic view of himself	620	105	15	439	106	18	118	38	17
593. Has extreme views on social issues	267	114	15	189	66	18	153	50	17
594. Afraid to appear different	340	114	15	328	141	18	165	48	17
595. Seeks a job well below his level of ability and training	187	81	15	194	70	18	112	32	17
596. Seemed reluctant to talk about his past	173	68	15	200	47	18	112	32	17
597. Fears novel situations where the outcome is doubtful	313	96	15	300	120	18	159	49	17
598. Feels a need to be sure of things	387	81	15	372	137	18	135	48	17
599. Wants power	200	110	15	167	67	18	124	42	17
600. Seeks to have fun, enjoys himself, finds a good time	427	144	15	383	138	18	147	50	17

TABLE 18. SUMMARY STATISTICS FOR SECRETARY (continued)

No.	Item	FAVORABILITY			FREQUENCY			IMPORTANCE		
		Mean	SD	N	Mean	SD	N	Mean	SD	N
601.	Would be unlikely to ask for help on his job	310	97	21	258	88	19	110	30	20
602.	Would avoid situations where his performance could be inferior to others	300	82	21	300	97	19	135	48	20
603.	Will be loyal to the company	624	61	21	511	129	19	105	21	21
604.	Values creature-comforts (to eat well, avoid hard work, be luxurious)	271	93	21	300	103	19	116	36	19
605.	Places a high value on intellectual activities	529	88	21	337	104	19	145	50	20
606.	Sets self apart from others	305	95	21	311	117	19	119	39	21
607.	Sees world as dog-eat-dog place, everybody looks out for himself	267	84	21	211	64	19	125	43	20
608.	Places family interests above his own desires	429	112	21	379	140	19	150	50	20
609.	Is easily confused	205	72	21	242	99	19	100	0	21
610.	Considers himself an intellectual	371	108	21	284	114	19	155	50	20
611.	Dislikes work which is highly repetitive	352	137	21	353	114	19	110	29	21
612.	Poor at making small talk	319	91	21	295	110	19	160	49	20
613.	Reserved when meeting people for the first time	400	107	21	368	98	19	160	49	20
614.	Tolerant of others	548	105	21	474	78	19	100	0	21
615.	Considerate of other people in his dealings with them	614	64	21	500	92	19	100	0	21
616.	Conscious of social standing	371	108	21	411	137	19	165	48	20
617.	Socially perceptive, able to sense the feelings of others	605	72	21	437	98	19	114	35	21
618.	Highly motivated	619	66	21	405	100	19	119	39	21
619.	Placid, not easily disturbed or upset	548	79	21	426	91	19	105	22	20
620.	Has a good memory	638	58	21	458	94	19	105	22	20
621.	Has a warm personality	629	63	21	484	99	19	100	0	21
622.	Has an easy come, easy go attitude toward money	314	89	21	237	81	19	158	49	19
623.	Has broad knowledge, is well rounded intellectually	610	61	21	342	123	19	121	41	19
624.	Lacks drive	214	104	21	247	82	19	114	35	21
625.	Is setting his aim too low	314	89	21	263	98	19	150	50	20
626.	Seemed to consider this as just one of a long line of interviews	214	83	21	237	58	19	120	40	20
627.	Feels he's special and entitled to privileges or special consideration	205	84	21	237	67	19	105	21	21
628.	Applause-seeker, demands attention	214	104	21	216	74	19	105	21	21
629.	Wants to get ahead, to win	510	141	21	363	118	19	120	40	20
630.	Is a good organizer	614	77	21	379	115	19	110	29	21

TABLE 18. SUMMARY STATISTICS FOR SECRETARY (continued)

No.	Item	FAVORABILITY			FREQUENCY			IMPORTANCE		
		Mean	SD	N	Mean	SD	N	Mean	SD	N
631.	Cooperative	640	70	63	535	79	66	100	0	57
632.	Controlled	616	82	63	489	107	66	107	26	57
633.	Fussy	298	151	63	262	85	66	116	37	56
634.	Lazy	148	66	63	223	60	66	104	19	56
635.	Patient	589	67	63	461	100	66	112	33	57
636.	Apologetic	329	123	63	302	119	66	136	48	56
637.	Frank	525	110	63	405	125	66	130	46	56
638.	Compulsive	294	96	63	242	72	66	125	43	56
639.	Independent	470	116	63	373	120	66	133	47	57
640.	Nosey	190	103	63	235	73	66	114	35	56
641.	Aggressive	490	105	63	341	117	66	132	47	56
642.	Meticulous	554	104	63	377	100	66	107	26	57
643.	Open minded	592	74	63	433	112	66	130	46	56
644.	Dependable	660	66	63	500	85	66	100	0	57
645.	Shy	302	88	63	253	87	66	150	50	56
646.	Arrogant	197	91	63	205	56	66	111	31	57
647.	Immature	170	73	63	259	80	66	112	33	57
648.	Cheerful	603	73	63	508	93	66	118	38	57
649.	Trustworthy	646	66	63	526	93	66	104	19	56
650.	Aloof	286	101	63	235	56	66	126	44	57
651.	Realistic	589	99	18	450	87	20	123	42	13
652.	Self-righteous	278	118	18	275	130	20	131	46	13
653.	Possessive	261	95	18	270	100	20	123	42	13
654.	Cautious	411	81	18	330	100	20	117	37	12
655.	Insecure	211	94	18	250	59	20	123	42	13
656.	Thrifty	467	88	18	385	96	20	162	49	13
657.	Careless	200	88	18	240	49	20	100	0	13
658.	Timid	272	99	18	230	78	20	146	50	13
659.	Submissive	256	101	18	225	43	20	123	42	13
660.	Adventurous	467	82	18	300	77	20	146	50	13

TABLE 18. SUMMARY STATISTICS FOR SECRETARY (continued)

No. Item	FAVORABILITY Mean	SD	N	FREQUENCY Mean	SD	N	IMPORTANCE Mean	SD	N
661. Narrow minded	217	83	18	225	54	20	117	37	12
662. Thoughtful	572	87	18	445	107	20	108	28	12
663. Hasty	261	101	18	270	56	20	117	37	12
664. Dignified	511	110	18	360	124	20	142	49	12
665. Sophisticated	467	75	18	315	111	20	150	50	12
666. Bigoted	200	94	18	200	45	20	117	37	12
667. Snobbish	211	87	18	200	55	20	117	37	12
668. Dramatic, affected and theatrical	222	108	18	210	54	20	125	43	12
669. A leader	500	129	18	300	95	20	175	43	12
670. Thick skinned	433	160	18	250	87	20	142	49	12
671. Self-sufficient	533	125	9	378	123	9	133	47	6
672. Conscientious	600	149	9	511	57	9	100	0	6
673. Petty	178	63	9	211	31	9	117	37	6
674. Sociable	544	50	9	467	115	9	117	37	6
675. Fickle	189	74	9	222	42	9	133	47	6
676. Helpful	611	74	9	500	67	9	100	0	6
677. Self-centered	211	87	9	267	125	9	133	47	6
678. Outgoing	511	145	9	433	149	9	150	50	6
679. Irritable	200	156	9	211	57	9	117	37	6
680. Serious	433	105	9	411	129	9	133	47	6
681. Sarcastic	189	74	9	211	31	9	117	37	6
682. Mystical	256	171	9	156	50	9	167	47	6
683. Enthusiastic	589	152	9	444	117	9	117	37	6
684. Suggestible	456	107	9	333	133	9	150	50	6
685. Masculine	289	120	9	156	50	9	150	50	6
686. Depressed	178	42	9	222	42	9	133	47	6
687. Grateful, appreciative	489	129	9	456	126	9	150	50	6
688. A playboy	211	99	9	211	99	9	150	50	6
689. A conformist	411	87	9	344	83	9	150	50	6
690. A showoff	289	145	9	222	42	9	150	50	6

TABLE 18. SUMMARY STATISTICS FOR SECRETARY (continued)

No.	Item	FAVORABILITY			FREQUENCY			IMPORTANCE		
		Mean	SD	N	Mean	SD	N	Mean	SD	N
691.	Personable	640	71	15	522	79	18	124	42	17
692.	Kind	600	73	15	500	94	18	141	49	17
693.	Subdued	400	110	15	289	99	18	159	49	17
694.	Nervous	233	107	15	283	130	18	129	46	17
695.	Friendly	620	75	15	556	83	18	118	38	17
696.	Quiet	407	129	15	306	85	18	165	48	17
697.	Responsible	667	47	15	522	85	18	100	0	17
698.	Pessimistic	213	81	15	200	58	18	141	49	17
699.	Stable	653	62	15	478	103	18	100	0	17
700.	Eccentric	213	131	15	194	70	18	129	46	17
701.	Objective	600	52	15	389	120	18	124	42	17
702.	Tough	227	139	15	156	50	18	153	50	17
703.	Proud	480	105	15	389	124	18	141	49	17
704.	Ambitious	593	68	15	494	91	18	129	46	17
705.	Effeminate	413	171	15	400	211	18	131	46	16
706.	Energetic	633	87	15	489	94	18	112	32	17
707.	Genial, friendly and warm	633	87	15	506	103	18	124	42	17
708.	A hypochondriac	147	72	15	156	50	18	118	38	17
709.	A jack of all trades	467	130	15	256	117	18	165	48	17
710.	A mixer	553	62	15	406	108	18	153	50	17
711.	Optimistic	552	101	21	468	86	19	125	43	20
712.	Gloomy	210	68	21	205	39	19	100	0	21
713.	Anxious	362	129	21	305	115	19	125	43	20
714.	Generous	510	92	21	400	103	19	160	49	20
715.	Loyal	633	56	21	479	115	19	105	21	21
716.	Courteous	638	49	21	563	48	19	100	0	21
717.	Overbearing	181	79	21	237	48	19	105	21	21
718.	Easygoing	452	114	21	437	113	19	135	48	20
719.	Intellectually mature	576	111	21	437	104	19	105	21	21
720.	Stubborn	252	105	21	247	60	19	105	21	21

TABLE 18. SUMMARY STATISTICS FOR SECRETARY (continued)

No. Item	FAVORABILITY			FREQUENCY			IMPORTANCE		
	Mean	SD	N	Mean	SD	N	Mean	SD	N
721. Defensive	276	75	21	263	48	19	120	40	20
722. Jovial	543	73	21	379	106	19	133	47	21
723. Self-confident	600	62	21	463	98	19	100	0	21
724. Enterprising	581	73	21	400	86	19	125	43	20
725. Self-conscious	305	129	21	326	121	19	125	43	20
726. Even-tempered	605	58	21	474	78	19	105	22	20
727. Businesslike, efficient, and practical	662	49	21	484	99	19	105	21	21
728. A family man	519	96	21	316	160	19	158	49	19
729. A gossip	162	65	21	258	94	19	100	0	20
730. A take-charge guy	505	143	21	279	89	19	120	40	20

Table 19 presents the deciles for the distributions of mean ratings of favorability, frequency, and importance of the 730 items when judged in the context of the job of secretary.

Table 19

Deciles for the distribution of mean ratings of favorability, frequency, and importance in the Secretary item pool.

Decile	Favorability	Frequency	Importance
10	6.7	6.9	2.0
9	5.8	4.7	1.8
8	5.3	3.9	1.6
7	4.9	3.3	1.5
6	4.4	2.9	1.4
5	4.0	2.6	1.3
4	3.5	2.4	1.2
3	3.0	2.2	
2	2.5	2.0	1.1
1	2.1	1.6	1.0
Lowest Mean	1.3	1.0	1.0

Table 20 presents the *Checklist for Secretarial Jobs*. The 48 items in this checklist have importance ratings ranging between 1.00 and 1.25. For the 24 favorable items (means from 4.45 to 6.05), the frequency ratings range from 2.95 to 5.05. For the 24 unfavorable items (means from 1.95 to 3.55), the frequency ratings range from 1.95 to 3.55.

Table 20

The Checklist for Secretarial Jobs

Instructions

At the conclusion of the interview, describe the interviewee by checking the items which best apply to him. Cross off any items you were not able to observe. Describe the applicant as accurately as possible, so check the items which apply, regardless of whether they are favorable or unfavorable.

Secretary	**Item Number**
Check the items that apply	
_____Worked while in high school.	193
_____Is articulate.	139
_____Asked about promotion possibilities.	214
_____Graduated from technical or vocational school after high school.	214
_____Has had some college.	56
_____Was to-the-point, gave short answers.	132
Check the items that apply	
_____Is over-qualified for the job he's being interviewed for.	204
_____Has worked in many different occupations.	255
_____Held three or more jobs in the past four years.	50
_____Appeared edgy and nervous throughout the entire interview.	86
_____Frequently used slang.	27
_____Gave an evasive and vague answer when asked why he left his last job.	286

	Item Number
Check the items that apply	
_____Says he can carry out plans assigned by other people.	425
_____Says he likes work which requires considerable attention to detail.	338
_____Says he makes friends easily.	406
_____Says he is very careful when making a decision.	387
_____Says he likes to plan for himself.	465
Check the items that apply	
_____Says he is satisfied with his present vocational achievements.	331
_____Says he sometimes gets rattled in critical situations.	394
_____Says he has trouble doing tiresome routine work over a long period of time.	377
_____Says he prefers to work alone.	317
_____Likes to do own planning, no interruptions or suggestions from others.	345
_____Says he would refuse to work evenings or weekends.	378
Check the 3 items that apply best	
_____Has a good sense of humor.	560
_____Thinks with a practical turn of mind.	520
_____Effective—gets things done correctly.	546
_____Is rational and logical.	519
_____Sensitive to others' needs.	502
_____Would not lose his composure easily.	513
Check the 3 items that apply best	
_____Seemed preoccupied.	566
_____Will work best with close supervision.	512
_____Lacks persistence.	564
_____Manifests a critical or fault finding attitude toward others.	525
_____Indecisive—can't make up his mind.	505
_____Lacks drive.	624
Check the 3 items that apply best	
_____Objective.	701
_____Self-confident.	723
_____Even-tempered.	726
_____Enthusiastic.	683
_____Realistic.	651
_____Patient.	635
Check the 3 items that apply best	
_____Fussy.	633
_____Defensive.	721
_____Possessive.	653
_____Submissive.	659
_____Irritable.	679
_____Careless.	657

Chapter 8

Clerk-Typist Item Statistics and Checklist

The Clerk-Typist job category contains questionnaires from 461 respondents. The job titles included in this category were clerk-typist (N=224), clerk (N=90), typist (N=6), telephone operator (N=84), and general clerical jobs (N=57). Keypunch operators, messengers, and receptionists were assigned to the Other Clerical Job category, and responses for those job titles were not analyzed.

Table 21 presents some characteristics of the respondents in the Clerk-Typist category.

Table 21

Some characteristics of the 461 respondents who completed questionnaires in the job context of Clerk-Typist.

Characteristics	Number	Percent
Male	67	15
Female	394	85
Job Title		
Interviewer, 25% time or less	26	6
Interviewer, 26% time or more	271	59
Assistant 25% time or less	17	4
Assistant 26% time or more	70	15
Manager of division in personnel	31	7
Executive of personnel department	21	34
Other positions in personnel	10	2
Supervisor of ____________, not in Personnel	6	1
Manager of ____________, not in Personnel	4	1
Other positions not in Personnel dept.	5	1
Type of Organization		
Bank & Trust Companies	20	4
Government Offices	7	2
Insurance Companies	45	10
Industrial Manufacturing	18	4
Consumer goods manufacturing	4	1
Oil Companies	1	1
Research Organizations	1	1
Service/Sales	38	8
Telephone Companies	325	70
Others (including schools)	2	1
Respondent's education		
No answer	7	2
Elementary (grades 1-8)	7	2
Some Secondary (grades 9-11)	19	4
Completed Secondary (grade 12)	196	43
Some college	119	26
Undergraduate degree (B.S. or B.A.)	101	22
Some graduate work	8	2
M.A. degree	4	1
Work beyond M.A.	0	0
Ph.D. degree	0	0

	Number	Percent
Estimated number of interviews in last year		
Under 50	21	5
50-99	7	2
100-199	17	4
200-299	14	3
300-399	22	5
400-599	46	10
600-799	32	7
800-999	43	9
1000-1999	164	36
2000 or more	95	21
Do you use an interview guide?		
No	117	25
Yes	225	49
No answer	64	14
Have you ever held this position (clerk-typist)?		
No	213	46
Yes	231	50
No answer	17	4
What opportunities for interviewing training have you had?		
No special opportunities just practical experience	46	10
On-the-job training	379	82
Workshops & seminars	157	44
Formal courses	297	64

The respondents were asked to estimate the average length of their interviews with applicants for clerk-typist positions. The median estimated length was 20 minutes, with a range from 5 minutes to 3-4 hours.

The respondents also estimated the proportion of clerk-typists applicants who are hired by their organizations. The median estimated selection ratio was 12%, and the first quartile was 10% and the third quartile was 30%.

The median reported years of interviewing experience was 2 years, with a range from less than 3 months to 30 years.

The respondents' median age was 37, with a range from 21 to 64.

Table 22 gives the summary statistics on the favorability, frequency, and importance judgments for clerk-typist jobs. The format of Table 22 is similar to Table 6 in Chapter 4.

Table 22

Summary statistics for the Clerk-Typist category.

TABLE 22. SUMMARY STATISTICS FOR CLERK TYPIST

No.	Item	FAVORABILITY			FREQUENCY			IMPORTANCE		
		Mean	SD	N	Mean	SD	N	Mean	SD	N
1.	Grew up in a large city	421	68	148	417	134	147	193	25	165
2.	Grew up in a predominantly rural or farming area	393	76	148	287	98	147	192	28	165
3.	Has traveled extensively	374	120	148	218	56	147	174	44	165
4.	Was active in many groups in high school	539	96	148	348	95	147	139	49	165
5.	Had no outside activities in college	339	100	148	275	122	147	173	44	166
6.	Worked his way through college—earned all his expenses	539	147	148	248	118	147	137	48	165
7.	Was drafted into the service	411	80	148	162	113	147	190	30	162
8.	Has been married two years	455	92	148	313	93	147	164	48	166
9.	Just moved to this community	288	101	148	333	113	147	123	42	166
10.	Is currently using vacation time to seek a new job	477	143	148	228	68	147	149	50	166
11.	Made good use of his chances for advancement	592	74	148	284	90	147	110	30	163
12.	Has held jobs involving supervisory responsibilities	317	179	148	193	73	147	127	44	167
13.	Has been employed by a competing firm	453	97	148	222	89	147	153	50	167
14.	Is currently receiving unemployment compensation	316	95	148	211	87	147	153	50	165
15.	Has a record of special achievement and outstanding reward in his work	586	90	148	222	83	147	110	30	166
16.	Has been on present job six months or less	293	102	148	312	89	147	114	35	166
17.	Has held a great many jobs, each for a short time	146	70	148	271	104	147	102	13	166
18.	Asked how much his pay would be	468	111	148	357	156	147	146	50	166
19.	Scored high on all screening tests	534	108	148	367	117	147	116	37	166
20.	Didn't say much—limited his answers to simple yes and no replies	221	95	148	276	94	147	114	35	165
21.	Looked down and/or away while talking or listening	210	86	148	256	84	147	113	33	167
22.	Kept the conversation going	535	97	148	349	115	147	124	43	166
23.	His self-expression is natural and spontaneous	607	68	148	376	106	147	108	28	165
24.	Smiled frequently	559	100	148	430	106	147	133	47	166
25.	Expressed his ideas well	614	64	148	365	98	147	105	21	165
26.	Appeared ill-at-ease during the entire interview	247	102	148	248	78	147	114	34	167
27.	Frequently used slang	201	92	148	222	95	147	113	34	167
28.	Frequently adjusted his position in the chair when talking to you	276	93	148	257	82	147	141	49	166
29.	Was appropriately dressed	620	69	148	509	100	147	105	21	166
30.	Was sloppily dressed	166	80	148	243	79	147	105	21	167

TABLE 22. SUMMARY STATISTICS FOR CLERK TYPIST (continued)

No.	Item	FAVORABILITY			FREQUENCY			IMPORTANCE		
		Mean	SD	N	Mean	SD	N	Mean	SD	N
31.	Is single	500	118	13	452	93	23	171	46	17
32.	Is separated from spouse	292	121	13	248	77	23	147	50	17
33.	Has been married ten years	508	114	13	226	85	23	171	46	17
34.	Got married while attending college	408	62	13	230	95	23	194	24	17
35.	Spouse is a high school graduate	477	89	13	496	137	23	159	49	17
36.	Has lived in the community for two years	554	84	13	470	133	23	159	49	17
37.	Comes from a lower class family	431	82	13	274	79	23	194	24	17
38.	Plans to use public transportation to work and lives a long way off	300	157	13	230	86	23	106	24	17
39.	Does not own a car	408	100	13	391	156	23	171	46	17
40.	Owns his home	538	108	13	243	101	23	182	38	17
41.	Lives in an upper class neighborhood	438	150	13	257	88	23	182	38	17
42.	Presently active in no outside civic groups (fraternal, political, etc.)	408	100	13	396	149	23	182	38	17
43.	Is in heavy debt	177	58	13	270	127	23	112	32	17
44.	Has a savings account	562	62	13	357	125	23	176	42	17
45.	Has never had a permanent job before (just part time ones)	308	133	13	378	141	23	141	49	17
46.	Has never supervised others' work	523	119	13	548	144	23	200	0	17
47.	Has received many large raises on previous jobs	438	173	13	191	78	23	124	42	17
48.	Has collected unemployment compensation once in his lifetime	385	86	13	217	70	23	194	24	16
49.	Has been on his present job three years	615	66	13	265	96	23	112	32	17
50.	Held three or more jobs in the past four years	200	68	13	274	107	23	106	24	17
51.	Served as an officer in armed forces	354	134	13	165	105	23	156	50	16
52.	Had an "A" average in high school	523	112	13	222	78	23	118	38	17
53.	Graduated from a vocational skills program in high school	546	134	13	296	137	23	129	46	17
54.	Had a "C" average in college	423	153	13	278	118	23	153	50	17
55.	Attended a college which has an excellent scholastic reputation	369	168	13	243	114	23	153	50	17
56.	Has had some college	477	172	13	274	94	23	129	46	17
57.	Is a college graduate	300	184	13	157	50	23	141	49	17
58.	Earned about ¼ of his expenses while at school	523	119	13	270	104	23	135	48	17
59.	Has average intelligence	531	107	13	483	113	23	106	24	17
60.	Made grammatical errors on the application form	223	70	13	291	72	23	100	0	17

TABLE 22. SUMMARY STATISTICS FOR CLERK TYPIST (continued)

		FAVORABILITY			FREQUENCY			IMPORTANCE		
No.	Item	Mean	SD	N	Mean	SD	N	Mean	SD	N
61.	Asked same question over, or asked question already answered	300	111	13	222	72	23	112	32	17
62.	Gave long, drawn out answers	292	114	13	222	59	23	112	32	17
63.	Forgot what he was talking about	231	82	13	161	64	23	112	32	17
64.	Intends to make a career with the company	554	84	13	278	141	23	129	46	17
65.	Mumbled	223	58	13	213	95	23	100	0	17
66.	Spoke loudly	308	121	13	222	72	23	124	42	17
67.	Has a deep voice	400	0	13	196	95	23	188	32	17
68.	Spoke at a normal speed	523	105	13	535	96	23	112	32	17
69.	Talked too slowly	285	77	13	213	80	23	129	46	17
70.	Diction was precise	531	91	13	309	110	23	129	46	17
71.	Spoke melodiously	477	112	13	257	141	23	165	48	17
72.	Frequently slurred words	254	63	13	248	106	23	106	24	17
73.	Paused before answering questions—appeared to be thinking out answer	515	110	13	317	117	23	129	46	17
74.	Uses dramatic and intense words to describe everyday activities	354	122	13	200	72	23	129	46	17
75.	Asked about retirement benefits	485	103	13	170	75	23	141	49	17
76.	Asked to meet his potential supervisor	569	91	13	200	98	23	135	48	17
77.	Asked about company training programs	577	97	13	278	150	23	124	42	17
78.	Gave vague, general answers to most questions	254	63	13	283	96	23	100	0	17
79.	Interrupted you while you were speaking	262	84	13	196	69	23	118	38	17
80.	Frowns frequently	308	92	13	213	80	23	112	32	17
81.	Frequently runs fingers through hair	254	75	13	191	110	23	129	46	17
82.	Chewed nails during the interview	215	66	13	135	70	23	100	0	17
83.	Has firm handshake	538	115	13	283	127	23	153	50	17
84.	Crossed and uncrossed legs often	323	58	13	257	97	23	153	50	17
85.	Slouched in chair	246	50	13	235	134	23	100	0	17
86.	Appeared edgy and nervous throughout the entire interview	269	82	13	252	117	23	106	24	17
87.	Smokes	308	107	13	309	110	23	176	42	17
88.	Was well groomed	592	121	13	526	85	23	100	0	17
89.	Has a large nose	400	0	13	226	74	23	194	24	17
90.	Has a medium build	423	80	13	430	86	23	194	24	17

TABLE 22. SUMMARY STATISTICS FOR CLERK TYPIST (continued)

No.	Item	FAVORABILITY			FREQUENCY			IMPORTANCE		
		Mean	SD	N	Mean	SD	N	Mean	SD	N
91.	Has a good complexion	531	107	13	461	113	23	153	50	17
92.	Has bad breath	238	62	13	187	68	23	106	24	17
93.	Bald	385	53	13	130	80	23	194	24	16
94.	Needs a shave	246	101	13	157	101	23	131	46	16
95.	Is about 5 feet 6 inches tall	415	36	13	309	102	23	188	32	17
96.	Is about 6 feet 6 inches tall	331	82	13	117	64	23	163	48	16
97.	Markedly underweight	300	68	13	200	66	23	124	42	17
98.	Weighs about 175 lbs.	323	80	13	200	78	23	150	50	16
99.	Is about 19 years old	508	107	13	491	97	23	176	42	17
100.	Is about 35 years old	485	129	13	261	101	23	182	38	17
101.	Is engaged to be married	361	69	114	301	81	96	128	45	120
102.	Is divorced	396	67	114	326	99	96	157	50	120
103.	Has been married five years	454	97	114	293	90	96	176	43	120
104.	Has no children	455	86	114	345	110	96	155	50	119
105.	Spouse is a college graduate	417	87	114	231	63	96	181	39	121
106.	Has lived in the community all his life	538	105	114	349	121	96	150	50	120
107.	Comes from a well-to-do family	368	85	114	229	63	96	172	45	121
108.	Plans to ride in a car pool	325	132	114	196	84	96	145	50	121
109.	Owns a car	542	111	114	449	129	96	138	48	120
110.	Rents a house	404	48	114	364	123	96	183	37	120
111.	Recently purchased a new home	524	102	114	252	84	96	140	49	120
112.	Is presently active in one outside group (civic, fraternal, political)	515	91	114	253	92	96	147	50	120
113.	Has a poor credit rating	212	98	114	223	99	96	135	48	120
114.	Has no savings account, spends what he earns	338	98	114	286	124	96	178	42	120
115.	Has changed jobs many times	155	62	114	311	106	96	101	9	120
116.	Previous employer gave him a good reference	596	67	114	471	101	96	101	9	119
117.	Has increased his monthly pay through one of his last job changes	485	104	114	363	117	96	122	41	120
118.	Is currently employed and is looking for a new job	416	74	114	310	88	96	129	45	119
119.	Is currently employed and is looking for an additional (part time) job	211	132	114	185	65	96	112	33	121
120.	Has served in the armed services	460	101	114	207	78	96	167	47	121

TABLE 22. SUMMARY STATISTICS FOR CLERK TYPIST (continued)

No.	Item	FAVORABILITY			FREQUENCY			IMPORTANCE		
		Mean	SD	N	Mean	SD	N	Mean	SD	N
121.	Had a "D" average in high school	211	96	114	236	75	96	113	34	121
122.	Had no outside activities in high school	324	91	114	277	85	96	155	50	121
123.	Is a high school graduate—no college	465	88	114	496	103	96	148	50	120
124.	Had a "B" average in college	442	169	114	251	94	96	134	47	121
125.	Was active in several groups while attending college	475	126	114	254	83	96	147	50	120
126.	Has had one year of college	499	106	114	353	112	96	145	50	120
127.	Has a Master's degree	198	146	114	145	57	96	127	45	121
128.	Earned half of his school expenses	540	80	114	274	96	96	134	48	119
129.	Takes shorthand	479	171	114	272	94	96	137	48	121
130.	Misspelled words on the application form	205	94	114	307	109	96	112	32	120
131.	Drew from a large vocabulary when speaking	464	131	114	254	82	96	140	49	121
132.	Was to-the-point, gave short answers	390	120	114	305	93	96	125	43	120
133.	Lost his train of thought while talking	226	85	114	209	61	96	113	34	121
134.	Has a police record	204	90	114	189	50	96	105	22	121
135.	Has an accent	321	103	114	276	102	96	143	50	121
136.	Spoke too softly—was hard to hear	239	87	114	238	90	96	122	42	121
137.	Has a high pitched voice	249	90	114	208	57	96	139	49	121
138.	Talked too fast	245	85	114	238	65	96	131	46	121
139.	Is articulate	518	116	114	336	112	96	120	40	119
140.	Drawled	295	97	114	239	77	96	142	49	121
141.	Spoke in a monotone	252	95	114	235	68	96	137	48	120
142.	Voice seemed strained	266	85	114	230	78	96	127	45	121
143.	Used impersonal, unemotional language in talking about himself	313	108	114	240	84	96	133	47	120
144.	Cursed—used profanity	126	46	114	138	60	96	102	16	121
145.	Asked about his potential co-workers	433	126	114	209	96	96	134	47	121
146.	Asked about fringe benefits	504	103	114	282	98	96	141	49	120
147.	Asked questions about the job duties of the position he is seeking	588	89	114	375	138	96	118	38	120
148.	Gave curved answers to straight questions	211	74	114	247	74	96	105	22	120
149.	Blushed often during the interview	339	83	114	216	58	96	159	49	121
150.	Chewed gum	176	87	114	210	77	96	118	39	121

TABLE 22. SUMMARY STATISTICS FOR CLERK TYPIST (continued)

		FAVORABILITY			FREQUENCY			IMPORTANCE		
No.	Item	Mean	SD	N	Mean	SD	N	Mean	SD	N
151.	Rubbed hand over mouth often	249	91	114	175	60	96	131	46	121
152.	Looked you in the eye	576	93	114	479	113	96	118	39	120
153.	Has an expressive face	532	95	114	395	96	96	147	50	120
154.	Placed elbow on desk	316	89	114	216	79	96	156	50	119
155.	Gripped armrests tightly or ran hands along them nervously	258	90	114	205	58	96	122	41	120
156.	Appeared calm and relaxed throughout the entire interview	575	79	114	410	118	96	117	37	119
157.	Smoked a lot	249	98	114	193	65	96	133	47	120
158.	Wears rings—other than a wedding band	403	34	114	350	124	96	198	13	120
159.	Is physically handicapped	300	96	114	193	44	96	118	39	120
160.	Has buck teeth	375	57	114	201	49	96	184	36	121
161.	Wears white socks with a dark suit	311	101	114	157	90	96	169	46	120
162.	Has a poor complexion	323	83	114	257	67	96	158	49	120
163.	Has chewed fingernails	270	93	114	265	75	96	140	49	120
164.	Has dandruff	279	96	114	229	78	96	151	50	121
165.	Is less than 5 feet tall	353	91	114	224	67	96	177	42	120
166.	Is about 5 feet 9 inches tall	392	53	114	225	61	96	192	28	121
167.	Weighs about 100 lbs.	395	39	114	243	79	96	184	37	119
168.	Weighs about 200 lbs.	196	100	114	205	71	96	112	32	121
169.	Is 21 years old	448	76	114	359	104	96	184	37	120
170.	Is about 40 years old	351	96	114	257	70	96	166	47	121
171.	Is married	423	58	13	335	96	20	164	48	11
172.	Has been divorced and is now married	408	27	13	230	56	20	155	50	11
173.	Just married	377	70	13	275	62	20	136	48	11
174.	Has two dependent children	400	55	13	235	57	20	118	39	11
175.	Spouse works full time	446	75	13	455	143	20	145	50	11
176.	Comes from a small family	385	53	13	350	74	20	200	0	11
177.	Has lived in many areas of the country	362	74	13	225	43	20	145	50	11
178.	Has dependable transportation available for getting to work	585	77	13	535	115	20	109	29	11
179.	Has two cars	431	61	13	210	89	20	173	45	11
180.	Lives close to work	546	75	13	355	128	20	155	50	11

TABLE 22. SUMMARY STATISTICS FOR CLERK TYPIST (continued)

No. Item	FAVORABILITY Mean	SD	N	FREQUENCY Mean	SD	N	IMPORTANCE Mean	SD	N
181. Lives in a lower class neighborhood	392	83	13	245	80	20	182	39	11
182. Presently active in an outside group (civic, fraternal, political, etc.)	500	124	13	225	43	20	164	48	11
183. Has a good credit rating	531	132	13	505	124	20	136	48	11
184. Is now a teacher	238	121	13	155	67	20	145	50	11
185. Has been employed in a wide variety of positions	315	86	13	205	38	20	109	29	11
186. Most recent employer gave him a bad reference	177	105	13	210	62	20	100	0	11
187. Has taken a pay cut on one of his last jobs	292	114	13	250	92	20	118	39	11
188. Is currently unemployed and worked for past employer less than one year	269	120	13	270	71	20	109	29	11
189. Has been on present job one year	508	73	13	300	77	20	127	45	11
190. Discharged from the service as a private—no promotions	323	89	13	135	91	20	170	46	10
191. Had a "C" average in high school	392	47	13	405	102	20	145	50	11
192. Was president of senior class in high school	585	66	13	155	67	20	145	50	11
193. Worked while in high school	600	78	13	320	75	20	136	48	11
194. Had an "A" average in college	338	173	13	165	79	20	140	49	10
195. Is attending evening classes	585	66	13	245	50	20	109	29	11
196. Has had two years of college	346	169	13	245	59	20	118	39	11
197. Has a Ph.D. degree	200	157	13	115	65	20	145	50	11
198. Earned 75 percent of his expenses while at school	569	91	13	200	71	20	145	50	11
199. Knows how to type	669	61	13	650	67	20	100	0	11
200. Followed directions when filling out application form	600	55	13	590	62	20	100	0	11
201. Used many big words	400	78	13	190	54	20	155	50	11
202. Explains things in unnecessary detail	308	73	13	230	56	20	136	48	11
203. Asked clear questions, it is easy to tell what he wants to know	608	62	13	415	142	20	100	0	11
204. Is over-qualified for the job he's being interviewed for	215	86	13	250	74	20	100	0	11
205. Spoke forcefully	469	126	13	220	68	20	145	50	11
206. Voice carries well	508	73	13	410	151	20	155	50	11
207. Voice had normal pitch	508	83	13	505	136	20	145	50	11
208. Spoke with a slow, steady pace	423	112	13	335	135	20	182	39	11
209. Speech was concise	515	53	13	415	149	20	155	50	11
210. Stuttered	323	112	13	165	48	20	118	39	11

TABLE 22. SUMMARY STATISTICS FOR CLERK TYPIST (continued)

		FAVORABILITY			FREQUENCY			IMPORTANCE		
No.	Item	Mean	SD	N	Mean	SD	N	Mean	SD	N
211.	Talked out of the side of his mouth	331	107	13	145	50	20	118	39	11
212.	Cleared his throat several times	385	86	13	230	64	20	164	48	11
213.	Uses phrases like—do you understand, know what I mean, is that clear	331	107	13	230	71	20	118	39	11
214.	Asked about promotion possibilities	538	84	13	375	113	20	109	29	11
215.	Asked about working conditions	538	49	13	350	136	20	127	45	11
216.	Pressed for details about the job	523	80	13	295	97	20	127	45	11
217.	Applicant has a rapid tempo—responds, speaks, and moves at a fast rate	492	100	13	260	107	20	127	45	11
218.	Laughed a lot	385	86	13	240	80	20	127	45	11
219.	Kept his mouth open when not talking	300	68	13	160	58	20	136	48	11
220.	Blinks a lot	354	50	13	180	40	20	127	45	11
221.	Sat with hands behind head	215	129	13	105	22	20	109	29	11
222.	Used his hands while talking (gesture)	415	66	13	250	74	20	164	48	11
223.	Awkward, bodily postures and movements lack grace and ease	331	72	13	205	38	20	127	45	11
224.	Sat rigidly upright in chair	369	107	13	275	113	20	145	50	11
225.	Tapped foot nervously	308	121	13	155	67	20	109	29	11
226.	Smokes while talking to you	392	27	13	245	86	20	155	50	11
227.	Listened attentively	562	49	13	535	79	20	100	0	11
228.	Flamboyant in personal attire	292	121	13	230	64	20	109	29	11
229.	Medical records and his appearance indicate he is in excellent health	608	62	13	550	120	20	118	39	11
230.	Has a crew cut	408	83	13	145	97	20	200	0	11
231.	Was over dressed	308	127	13	225	54	20	118	39	11
232.	There was lint on his clothes	338	100	13	180	60	20	118	39	11
233.	Has long hair	315	135	13	390	155	20	173	45	11
234.	Wears a beard	277	148	13	130	90	20	155	50	11
235.	Is about 5 feet tall	369	61	13	335	119	20	200	0	11
236.	Is about 6 feet tall	392	62	13	155	74	20	191	29	11
237.	Weighs about 125 lbs.	400	78	13	410	104	20	200	0	11
238.	Weighs about 225 lbs.	285	129	13	140	73	20	127	45	11
239.	Is about 25 years old	408	83	13	310	104	20	182	39	11
240.	Is about 45 years old	400	68	13	205	74	20	182	39	11

TABLE 22. SUMMARY STATISTICS FOR CLERK TYPIST (continued)

No. Item	FAVORABILITY			FREQUENCY			IMPORTANCE		
	Mean	SD	N	Mean	SD	N	Mean	SD	N
241. Is having family problems	225	97	8	263	99	8	106	23	18
242. Is widowed	438	70	8	188	60	8	161	49	18
243. Got married while attending high school	275	97	8	200	122	8	194	24	17
244. Has six dependent children	325	109	8	150	50	8	100	0	18
245. Spouse is a teacher	413	33	8	138	48	8	188	32	17
246. Comes from a middle class family	450	71	8	525	97	8	176	42	17
247. Comes from a broken home	388	78	8	213	33	8	161	49	18
248. Lives in the suburbs	413	33	8	313	136	8	176	42	17
249. Is now renting an apartment	388	33	8	350	132	8	194	24	17
250. Lives in a middle class neighborhood	425	66	8	475	109	8	176	42	17
251. Frequently entertains others in his home	450	87	8	263	70	8	182	38	17
252. Has no outstanding debts	575	43	8	300	150	8	159	49	17
253. Carries no life insurance	275	109	8	263	122	8	200	0	17
254. Was fired from his last job	163	48	8	200	50	8	100	0	18
255. Has worked in many different occupations	263	48	8	238	122	8	111	31	18
256. Has had very few pay raises on previous jobs	338	99	8	250	71	8	135	48	17
257. Has never collected unemployment compensation	538	86	8	363	187	8	194	24	17
258. Is currently unemployed and worked for past employer for 3 years	550	87	8	263	132	8	128	45	18
259. Held one job for past 4 years	575	83	8	238	48	8	111	31	18
260. Was dishonorably discharged from the army	163	111	8	163	165	8	119	39	16
261. Had a "B" average in high school	575	83	8	363	48	8	144	50	18
262. Dropped out of high school	163	86	8	200	50	8	100	0	17
263. Had a "D" average in college work	288	60	8	175	97	8	161	49	18
264. Attended a college which has a poor scholastic reputation	325	66	8	175	139	8	188	32	17
265. Graduated from technical or vocational school after high school	563	122	8	263	122	8	122	42	18
266. Has had three years of college	450	166	8	188	78	8	124	42	17
267. Earned none of his expenses while at school	363	70	8	338	158	8	188	32	17
268. Hasn't been in the armed services	425	83	8	425	259	8	178	42	18
269. Did a sloppy job of completing the application form	188	60	8	288	105	8	111	31	18
270. Expressed thoughts clearly and distinctly	613	105	8	375	130	8	111	31	18

TABLE 22. SUMMARY STATISTICS FOR CLERK TYPIST (continued)

No.	Item	FAVORABILITY Mean	SD	N	FREQUENCY Mean	SD	N	IMPORTANCE Mean	SD	N
271.	Speech was grammatically precise	588	60	8	375	164	8	128	45	18
272.	Used inappropriate words	275	83	8	275	43	8	117	37	18
273.	Is seeking part-time employment	375	130	8	225	66	8	111	31	18
274.	Friend or relative employed by company told about employment opportunity	563	99	8	325	120	8	141	49	17
275.	Came for interview, result of special recruiting campaign by company	575	97	8	275	120	8	144	50	18
276.	Was referred by the state employment service	475	109	8	275	148	8	172	45	18
277.	Was referred by the placement office at the school he attended	575	109	8	213	33	8	167	47	18
278.	Was referred by a private employment agency	425	83	8	300	187	8	172	45	18
279.	Saw an ad in the newspaper and came in for an interview	525	97	8	213	78	8	167	47	18
280.	Waits a few seconds before answering questions	375	130	8	313	93	8	176	42	17
281.	Speech was abrupt and halting	263	86	8	213	78	8	128	45	18
282.	Interjected many um's, ah's, or uh's	250	71	8	263	99	8	156	50	18
283.	Applicant's speech is cautious—indicates doubt using perhaps, I think	275	43	8	263	70	8	150	50	18
284.	Asked about his potential supervision	400	180	8	300	132	8	144	50	18
285.	Asked about vacations	450	100	8	263	70	8	176	42	17
286.	Gave an evasive and vague answer when asked why he left his last job	200	71	8	275	66	8	100	0	18
287.	Smiles with mouth only—the rest of face (especially eyes) unsmiling	300	100	8	225	83	8	161	49	18
288.	Squints	325	83	8	200	87	8	159	49	17
289.	Picked his nose	150	100	8	138	99	8	117	37	18
290.	Has a weak handshake	313	117	8	225	109	8	194	24	17
291.	Manipulation of small objects (pencil, cigarettes) tends to be clumsy	300	100	8	138	48	8	150	50	16
292.	Squirmed in chair	275	97	8	250	71	8	153	50	17
293.	Was nervous at the beginning of the interview	400	0	8	388	105	8	182	38	17
294.	Has nervous smoking habits	300	71	8	163	70	8	144	50	18
295.	Smiled in a conceited manner	313	93	8	163	48	8	176	42	17
296.	Ears stick out	413	33	8	125	43	8	200	0	17
297.	Physique appears feminine	388	145	8	425	233	8	176	42	17
298.	Needs a haircut	250	112	8	175	43	8	150	50	18
299.	Is clean shaven	513	117	8	638	99	8	153	50	17
300.	Looks tired	363	48	8	225	66	8	147	50	17

TABLE 22. SUMMARY STATISTICS FOR CLERK TYPIST (continued)

No.	Item	FAVORABILITY			FREQUENCY			IMPORTANCE		
		Mean	SD	N	Mean	SD	N	Mean	SD	N
301.	Wears glasses	413	33	8	350	50	8	182	38	17
302.	Is about 5 feet 3 inches tall	413	33	8	350	112	8	200	0	17
303.	Is about 6 feet 3 inches tall	388	117	8	150	71	8	188	32	17
304.	Is markedly overweight	238	70	8	225	43	8	111	31	18
305.	Weighs about 150 lbs.	438	70	8	250	50	8	188	32	17
306.	Weighs about 250 lbs.	213	93	8	100	0	8	128	45	18
307.	Is about 30 years old	438	122	8	288	93	8	182	38	17
308.	Is about 55 years old	325	130	8	213	78	8	135	48	17
309.	Is a male	363	132	8	163	70	8	139	49	18
310.	Is a female	488	162	8	638	70	8	133	47	18
311.	Feels he's gotten nowhere and must change jobs now or never	391	127	148	218	74	147	118	38	165
312.	Says he dislikes routine desk jobs	234	122	148	261	83	147	102	15	163
313.	Says he can get a great deal done in a short time	488	120	148	234	89	147	126	44	165
314.	Says he does not want a job involving responsibility for others' work	261	117	148	189	79	147	114	35	166
315.	Says he wants a job where there is opportunity for promotion	561	92	148	474	111	147	107	25	165
316.	Says he needs an occasional pat-on-the-back to keep him going	359	136	148	194	77	147	122	41	165
317.	Says he prefers to work alone	237	116	148	195	72	147	107	25	166
318.	Says he is seeking higher wages	468	112	148	439	118	147	119	39	165
319.	Says he makes a principle of never taking his job home with him	389	127	148	193	88	147	152	50	166
320.	Says he has an even temperament	529	101	148	280	132	147	125	43	166
321.	Says he's inclined to be moody	210	83	148	161	67	147	110	30	165
322.	Says he's not concerned about what others think about him	246	104	148	161	69	147	117	38	166
323.	Says he is quite sure of himself	393	126	148	254	111	147	123	42	164
324.	Says he tends to act on impulse	250	97	148	176	73	147	113	34	164
325.	Says he keeps up with the current events	532	85	148	229	104	147	162	48	165
326.	Thinks most people are queer mentally, they don't like to admit it	215	102	148	133	57	147	113	34	165
327.	Says he finds a number of people hard to get along with	180	83	140	186	77	147	103	17	166
328.	Says he is unhappy in his marriage	234	101	148	202	85	147	118	38	164
329.	Most people are irrational and their opinions are likely to be worthless	172	80	148	129	57	147	107	25	165
330.	Says he can remember faces, names, and incidents better than most people	454	118	148	182	86	147	158	49	166

TABLE 22. SUMMARY STATISTICS FOR CLERK TYPIST (continued)

No.	Item	FAVORABILITY Mean	FAVORABILITY SD	FAVORABILITY N	FREQUENCY Mean	FREQUENCY SD	FREQUENCY N	IMPORTANCE Mean	IMPORTANCE SD	IMPORTANCE N
331.	Says he is satisfied with his present vocational achievements	338	84	13	257	106	23	147	50	17
332.	Says he is satisfied with the promotional opportunities on present job	354	145	13	204	81	23	147	50	17
333.	Says he's more satisfied than dissatisfied with his present job	377	176	13	191	72	23	135	48	17
334.	Says he would work hard if he got the job	523	158	13	474	154	23	124	42	17
335.	Says he is satisfied with the pay on his present job	408	159	13	265	120	23	141	49	17
336.	Says he will not work weekends	323	125	13	309	167	23	118	38	17
337.	Would like working on a commission basis—provides incentive to work hard	354	115	13	135	87	23	171	46	17
338.	Says he likes variety and change in a job	308	100	13	443	121	23	100	0	17
339.	Says he is always on time for his work	592	92	13	413	178	23	112	32	17
340.	Says he likes writing reports	500	147	13	239	97	23	153	50	17
341.	Says he likes flexible working hours	238	127	13	230	133	23	119	39	16
342.	Says he prefers to deal with people rather than things or ideas	277	125	13	396	165	23	124	42	17
343.	Says he wants a job where he can contribute to others' welfare	338	173	13	230	108	23	141	49	17
344.	Says he wishes he had more money	454	134	13	391	202	23	153	50	17
345.	Likes to do own planning, no interruptions or suggestions from others	238	74	13	222	132	23	118	38	17
346.	Says he is in excellent physical health	600	55	13	535	127	23	112	32	17
347.	Says anyone who is unemployed has only himself to blame	462	139	13	187	115	23	159	49	17
348.	Says he has more than his share of novel ideas	369	126	13	204	133	23	176	42	17
349.	Says he dislikes criticism	208	73	13	239	155	23	106	24	17
350.	Says he's a very mature person	477	142	13	309	167	23	141	49	17
351.	Says he is very dependable	515	161	13	435	171	23	118	38	17
352.	Says he is a political conservative	423	125	13	183	124	23	182	38	17
353.	Says he likes to direct others' activities	277	112	13	226	107	23	135	48	17
354.	Says he never worries about possible misfortunes	423	131	13	196	123	23	165	48	17
355.	Says he tends to be critical of others	246	93	13	191	110	23	112	32	17
356.	Says he expresses his judgments publicly regardless of criticism	238	127	13	200	83	23	106	24	16
357.	Says he prefers to deal with people rather than things	315	156	13	383	155	23	129	46	17
358.	Says he obeys all rules and regulations	562	84	13	326	192	23	124	42	17
359.	Says he likes continually changing activities	323	167	13	348	117	23	100	0	17
360.	Says he entertains in his home on average of once every 2 weeks	438	92	13	187	115	23	194	24	17

TABLE 22. SUMMARY STATISTICS FOR CLERK TYPIST (continued)

No.	Item	FAVORABILITY			FREQUENCY			IMPORTANCE		
		Mean	SD	N	Mean	SD	N	Mean	SD	N
361.	Says he likes pets	454	93	13	313	126	23	200	0	17
362.	Says he won't discuss his finances because they are personal	400	184	13	261	150	23	176	42	17
363.	Says he doesn't drink and he doesn't think that others should	292	121	13	183	105	23	171	46	17
364.	Says everyone is basically honest	500	130	13	300	177	23	171	46	17
365.	He makes rash remarks in fun to surprise people and see what they say	292	73	13	148	77	23	106	24	17
366.	Says he sometimes becomes irritated at other people	323	119	13	226	99	23	129	46	17
367.	Says he has difficulty getting acquainted with strangers	346	93	13	226	94	23	141	49	17
368.	Says he is a good leader	469	126	13	261	124	23	159	49	17
369.	Says he tries to avoid hurting other peoples' feelings	546	128	13	300	164	23	124	42	17
370.	He attended the college he did because all his friends were going there	315	110	13	213	112	23	171	46	17
371.	Says he is seeking part-time work to supplement income on present job	524	103	114	410	118	96	109	29	120
372.	Says he is familiar with competing firms	475	99	114	200	85	96	164	48	121
373.	Says he called in sick so that he could come to this interview	224	104	114	207	75	96	114	35	121
374.	Says he is dissatisfied with the pay on his present job	418	76	114	388	116	96	116	37	120
375.	Is looking for a new job because he couldn't get along with his boss	219	104	114	226	58	96	103	18	121
376.	Is seeking part-time work to supplement the income of present job	231	135	114	180	69	96	108	28	120
377.	Says he has trouble doing tiresome routine work over long period of time	205	96	114	242	85	96	102	16	121
378.	Says he would refuse to work evenings or weekends	198	103	114	295	110	96	119	39	121
379.	Says he likes regular hours for work	339	147	114	457	129	96	127	44	120
380.	Says he drives himself steadily (doesn't work by fits and starts)	511	92	114	229	99	96	118	39	120
381.	Prefers a secure job with less pay to uncertain position with higher pay	539	87	114	340	110	96	107	25	120
382.	Says he likes work which requires him to persuade and convince others	357	119	114	200	82	96	131	46	121
383.	Says he wants a job where he can contribute new ideas	458	138	114	233	87	96	116	36	121
384.	Says he likes working on complex and difficult problems	440	141	114	232	81	96	117	37	120
385.	Says he thinks he would like interviewing job applicants	366	121	114	271	92	96	150	50	121
386.	Says he can accept criticism without getting mad	548	109	114	315	136	96	114	35	120
387.	Says he is very careful when making a decision	524	98	114	251	102	96	121	41	119
388.	Says he is an Atheist	348	101	114	118	52	96	183	38	121
389.	Says he sometimes feels grouchy	300	105	114	164	65	96	144	50	121
390.	Says he is very independent	348	130	114	248	109	96	133	47	120

TABLE 22. SUMMARY STATISTICS FOR CLERK TYPIST (continued)

No.	Item	FAVORABILITY			FREQUENCY			IMPORTANCE		
		Mean	SD	N	Mean	SD	N	Mean	SD	N
391.	Says he is unusually cheerful	544	90	114	321	142	96	124	43	119
392.	Says he is a political liberal	396	53	114	145	81	96	184	36	121
393.	Says he is a fast thinker	504	103	114	241	96	96	134	47	120
394.	Says he sometimes gets rattled in critical situations	258	87	114	194	75	96	119	39	121
395.	Says he never acts on the spur of the moment	438	108	114	198	99	96	135	48	121
396.	Says he is a very cautious person	415	94	114	219	78	96	135	48	121
397.	Says he feels guilty unless he is accomplishing something	494	109	114	282	127	96	116	37	119
398.	Says he enjoys dancing	415	44	114	309	128	96	196	20	120
399.	Says he likes entertaining others	425	74	114	236	104	96	176	42	119
400.	Says he is interested in literature and the arts	443	85	114	303	100	96	180	40	120
401.	Says he limits his participation in sports to watching television sports	389	49	114	210	111	96	193	25	120
402.	Says he likes to travel when taking a vacation	432	71	114	336	125	96	186	35	120
403.	Says most people seem to like him	511	90	114	311	123	96	132	47	120
404.	Says he likes adjusting difficulties of others	382	129	114	192	90	96	133	47	120
405.	Sometimes makes rash remarks in fun, surprise people, see what they say	227	98	114	132	53	96	120	40	121
406.	Says he makes friends easily	539	84	114	342	130	96	116	37	120
407.	Says he is considered a thoughtful person	533	100	114	249	127	96	132	47	120
408.	Says he knows many people, he has a large number of acquaintances	468	90	114	269	110	96	173	45	121
409.	Says he likes to spend his spare time with his family	504	96	114	343	124	96	158	49	120
410.	Says he liked school	551	88	114	428	113	96	124	43	120
411.	Says he expects to progress rapidly in the structure of the company	469	91	13	160	58	20	110	30	10
412.	Says he first actively considered making a change in jobs a week ago	362	108	13	200	77	20	180	40	10
413.	Is leaving his job because he can't get along with people he works with	208	133	13	215	57	20	110	30	10
414.	Says he is satisfied with the job duties on his present job	462	84	13	325	83	20	120	40	10
415.	Says he will not work on Saturdays	362	115	13	210	83	20	130	46	10
416.	Says he left last job because he did not receive an anticipated raise	331	61	13	240	49	20	100	0	10
417.	Says he prefers to work on his own	362	108	13	200	63	20	100	0	10
418.	Says he can keep working for long stretches	538	62	13	225	89	20	120	40	10
419.	Says he likes methodical work	538	108	13	255	50	20	100	0	10
420.	After he's done difficult parts of job, hates to finish up odds and ends	246	115	13	155	67	20	100	0	10

TABLE 22. SUMMARY STATISTICS FOR CLERK TYPIST (continued)

No.	Item	FAVORABILITY Mean	FAVORABILITY SD	FAVORABILITY N	FREQUENCY Mean	FREQUENCY SD	FREQUENCY N	IMPORTANCE Mean	IMPORTANCE SD	IMPORTANCE N
421.	Says he is troubled by the fact that he may be in the wrong line of work	362	139	13	205	59	20	110	30	10
422.	Says he wants a job which will give him power	231	132	13	130	56	20	100	0	10
423.	Says that hardly any activity really counts unless it is task-oriented	385	151	13	135	57	20	120	40	10
424.	Says he doesn't care for the responsibility of supervising others' work	362	115	13	190	77	20	160	49	10
425.	Says he can carry out plans assigned by other people	562	84	13	380	178	20	100	0	10
426.	Says he never has any colds or minor illnesses during the year	554	122	13	305	136	20	110	30	10
427.	Says he enjoys being alone	346	101	13	180	51	20	110	30	10
428.	Says he likes to take chances	315	95	13	190	94	20	130	46	10
429.	Says his feelings are sometimes easily hurt	277	125	13	160	58	20	100	0	10
430.	Says he is optimistic	500	96	13	260	136	20	130	46	10
431.	Says he is trustworthy	531	91	13	350	201	20	110	30	10
432.	Says he has a great deal of common sense	508	83	13	295	163	20	110	30	10
433.	Says he attends religious services regularly	438	74	13	240	153	20	200	0	10
434.	Says he quit smoking several months ago	431	72	13	155	59	20	191	29	11
435.	Says he is a somewhat slow and leisurely person	300	78	13	160	58	20	120	40	10
436.	Says he is usually very frank and open	423	105	13	250	143	20	130	46	10
437.	Says he values logical explanations	500	55	13	275	151	20	140	49	10
438.	Says he likes to take the lead in group activities	485	103	13	190	94	20	130	46	10
439.	Says he adapts well in new situations	554	84	13	305	128	20	110	30	10
440.	Says he spends a lot of time and energy in pursuit of his hobbies	485	77	13	225	70	20	160	49	10
441.	Says he is interested in philosophical problems	385	103	13	170	64	20	191	29	11
442.	Says he is very careful to keep all his records up to date	592	73	13	225	122	20	120	40	10
443.	Is baffled by people who get excited over concepts, theories, ideas, etc.	354	75	13	150	67	20	191	29	11
444.	Says he dislikes people who borrow things	408	73	13	145	59	20	180	40	10
445.	Makes rash remarks in fun, to surprise people and see what they say	292	114	13	135	57	20	130	46	10
446.	Says he wants to be of genuine service to people	515	77	13	295	116	20	140	49	10
447.	He can usually get people to do what he wants	392	73	13	185	101	20	120	40	10
448.	Says he values technical competence over personal likeableness	408	107	13	170	110	20	130	46	10
449.	Says he likes to play with his kids in the evening	462	84	13	260	136	20	182	39	11
450.	Says he enjoyed the discipline the armed services required of him	477	80	13	150	97	20	155	50	11

TABLE 22. SUMMARY STATISTICS FOR CLERK TYPIST (continued)

No.	Item	FAVORABILITY Mean	FAVORABILITY SD	FAVORABILITY N	FREQUENCY Mean	FREQUENCY SD	FREQUENCY N	IMPORTANCE Mean	IMPORTANCE SD	IMPORTANCE N
451.	Came for interview because he heard this company is good to work for	575	97	8	400	100	8	150	50	18
452.	Says he would be willing to relocate for his job	513	93	8	225	109	8	165	48	17
453.	Says he first actively considered changing jobs about a month ago	500	112	8	238	99	8	176	42	17
454.	Says he left his last job because of low pay	425	139	8	413	136	8	144	50	18
455.	Says he's leaving job because the people he works with dislike him	225	66	8	213	117	8	100	0	18
456.	Says he is dissatisfied with the co-workers on his present job	238	70	8	213	117	8	100	0	18
457.	Says he will not work evenings	325	120	8	250	112	8	144	50	18
458.	Says he prefers to work evening hours	388	136	8	225	120	8	117	37	18
459.	Says he gets bored by routine work	250	100	8	263	122	8	100	0	18
460.	Says he likes work which requires considerable attention to detail	588	93	8	313	176	8	106	23	18
461.	Says he does not care about what kind of work he will be doing	313	117	8	238	99	8	117	37	18
462.	Says he would prefer straight salary to a commission only plan	475	83	8	325	222	8	183	37	18
463.	Says he looks to work for his life-satisfactions	475	97	8	213	117	8	144	50	18
464.	Says he likes taking responsibility	550	50	8	313	105	8	111	31	18
465.	Says he likes to plan for himself	475	83	8	250	166	8	111	31	18
466.	Says he fears failure	300	87	8	150	100	8	133	47	18
467.	Says his present failures are due to childhood deprivation	238	86	8	138	99	8	111	31	18
468.	Says he makes decisions only after a great deal of thought	400	100	8	175	109	8	156	50	18
469.	Says he is an active person	525	120	8	313	136	8	144	50	18
470.	Says he is a very patient person	488	105	8	250	100	8	122	42	18
471.	Says he is a very religious person	438	70	8	150	50	8	176	42	17
472.	Says he never attends regular religious services	388	33	8	113	33	8	194	24	17
473.	Says he likes privacy	325	109	8	150	71	8	147	50	17
474.	Says he likes to keep on the go all the time	375	109	8	200	87	8	128	45	18
475.	Says he would rather not take chances or run risks	425	97	8	138	70	8	167	47	18
476.	Says he likes working with people	563	86	8	500	100	8	111	31	18
477.	Says he prefers action to contemplation	513	60	8	238	122	8	150	50	18
478.	Says he thinks he would like making a speech	475	83	8	113	33	8	188	32	17
479.	Says he prefers small, quiet gatherings to large, gay parties	438	86	8	138	70	8	188	32	17
480.	Says he frequently attends football (basketball, baseball, etc.) games	500	87	8	325	139	8	182	38	17

TABLE 22. SUMMARY STATISTICS FOR CLERK TYPIST (continued)

No. Item	FAVORABILITY			FREQUENCY			IMPORTANCE		
	Mean	SD	N	Mean	SD	N	Mean	SD	N
481. Says he plays bridge	488	78	8	200	71	8	194	24	17
482. Says he likes meeting people	563	48	8	388	117	8	144	50	18
483. Says he dislikes people who are easily led	400	87	8	163	132	8	167	47	18
484. Says he likes people who talk about themselves	350	50	8	100	0	8	188	32	17
485. Makes rash remarks in fun to surprise people and see what they say	300	100	8	100	0	8	128	45	18
486. Says he likes energetic people	525	66	8	238	149	8	183	37	18
487. Says he is a good mixer	575	43	8	250	87	8	165	48	17
488. Says he likes to study human nature and wants to understand people	525	66	8	188	78	8	144	50	18
489. Says he has conflicts with spouse over outside interests	363	158	8	113	33	8	144	50	18
490. Says he volunteered for the armed services	463	70	8	113	33	8	188	32	17
491. Maintains self-control when others try to provoke him	591	73	148	332	123	147	107	25	165
492. Acts as if he is accustomed to having his own way	219	90	148	272	78	147	112	32	165
493. Easy to talk with	581	69	148	478	97	147	118	38	165
494. Readily accepts ideas currently in vogue	478	117	148	386	121	147	148	50	161
495. Can withstand a great deal of pressure	595	86	148	325	102	147	107	26	164
496. Would break rules if he thought he couldn't get caught	178	90	148	244	92	147	106	24	166
497. Persistent, does not give up easily	491	145	148	323	100	147	112	32	163
498. Too pleasant and agreeable	326	124	148	254	78	147	138	49	164
499. Has unrealistic desires for advancement	225	108	148	271	102	147	107	26	164
500. Concerned with making a good impression	461	138	148	439	134	147	127	45	165
501. Poorly informed as to his vocational aptitudes and skills in various jobs	249	96	148	310	115	147	130	46	164
502. Sensitive to others' needs	531	96	148	304	98	147	132	47	165
503. Deliberate in his actions and speech	479	105	148	308	97	147	136	48	163
504. Punctual, careful to be on time	629	70	148	448	120	147	102	13	165
505. Indecisive—can't make up his mind	221	84	148	281	79	147	115	36	165
506. Controls his emotions effectively	574	85	148	441	127	147	109	29	165
507. Fears decisions and tests	263	107	148	364	115	147	127	44	165
508. Would give in to avoid controversy	341	131	148	318	101	147	138	48	162
509. Would stick to his guns under pressure	503	119	148	307	81	147	122	41	164
510. Avoids extreme attitudes and opinions	514	107	148	400	137	147	134	47	165

TABLE 22. SUMMARY STATISTICS FOR CLERK TYPIST (continued)

No.	Item	FAVORABILITY Mean	FAVORABILITY SD	FAVORABILITY N	FREQUENCY Mean	FREQUENCY SD	FREQUENCY N	IMPORTANCE Mean	IMPORTANCE SD	IMPORTANCE N
511.	Would avoid trying anything which might be beyond his powers	262	62	13	387	119	23	159	49	17
512.	Will work best with close supervision	392	144	13	387	115	23	118	38	17
513.	Would not lose his composure easily	592	62	13	365	100	23	112	32	17
514.	Would put off doing an assigned task as long as possible	200	68	13	291	102	23	100	0	17
515.	Works mainly for anticipated rewards	338	115	13	439	150	23	153	50	17
516.	Judges himself and others in terms of wealth or material possessions	254	50	13	335	113	23	171	46	17
517.	Makes spur of the moment decisions	269	82	13	304	108	23	141	49	17
518.	Sees the world as predominantly hostile and threatening	200	68	13	226	79	23	118	38	17
519.	Is rational and logical	600	68	13	439	117	23	112	32	17
520.	Thinks with a practical turn of mind	577	70	13	430	95	23	129	46	17
521.	Identifies kindness with weakness	269	114	13	213	68	23	159	49	17
522.	Sees job he is applying for as stepping stone to other vocational goals	469	120	13	422	125	23	118	38	17
523.	Socially bungling—inept in human relationships	262	74	13	291	93	23	112	32	17
524.	Protective of those close to him (family or close friends)	431	154	13	365	120	23	182	38	17
525.	Manifests a critical or fault finding attitude toward others	254	75	13	274	85	23	106	24	17
526.	Worried about failing to get ahead	431	132	13	270	108	23	159	49	17
527.	Severe in his self-criticism	392	154	13	248	93	23	147	50	17
528.	Dogmatic in his thinking, thinks only one way to look at a situation	200	111	13	265	96	23	106	24	17
529.	His posture and gait are proud	500	124	13	296	104	23	153	50	17
530.	Busy, constantly on the go	554	101	13	309	83	23	171	46	17
531.	Has a what's in it for me attitude	262	139	13	304	133	23	112	32	17
532.	Has a pessimistic view of human beings and their potentialities	246	84	13	243	65	23	147	50	17
533.	Has rigid moral attitudes	446	101	13	339	128	23	176	42	17
534.	Lacks confidence	285	53	13	300	106	23	118	38	17
535.	Lacks depth of personality	300	78	13	309	97	23	153	50	17
536.	Seems to be poor leadership material	423	80	13	413	130	23	182	38	17
537.	Seems very knowledgeable culturally	431	173	13	261	77	23	171	46	17
538.	Fears failure	300	136	13	317	109	23	129	46	17
539.	Wants to be admired	454	128	13	409	167	23	159	49	17
540.	Wants financial security	538	144	13	517	109	23	147	50	17

TABLE 22. SUMMARY STATISTICS FOR CLERK TYPIST (continued)

No.	Item	FAVORABILITY Mean	SD	N	FREQUENCY Mean	SD	N	IMPORTANCE Mean	SD	N
541.	Would try to do what others expect	561	88	114	440	112	96	107	25	120
542.	Would take risks when necessary	486	123	114	299	88	96	129	45	119
543.	Would degrade others to enhance his own feelings of worth	158	71	114	213	56	96	109	29	118
544.	Prides himself on his common sense	476	121	114	336	115	96	134	47	120
545.	Lacks feeling of loyalty toward employers, schools, place of residence	166	78	114	244	99	96	103	18	120
546.	Effective—gets things done correctly	614	74	114	378	104	96	101	9	119
547.	Eager to get along with people	585	82	114	467	104	96	102	13	120
548.	Uses people to benefit himself	191	94	114	230	65	96	114	35	119
549.	Thinks clearly	615	73	114	414	104	96	101	9	120
550.	Is a fast worker	577	99	114	360	98	96	113	33	120
551.	Interested in people	583	79	114	440	109	96	115	36	120
552.	Contemptuous of others	180	93	114	204	58	96	108	28	120
553.	Straightforward in his dealings with other people	582	82	114	391	114	96	110	30	120
554.	Afraid that others will perceive him as stupid	278	79	114	256	90	96	136	48	118
555.	Cosmopolitan, at home in many different kinds of places and situations	515	110	114	288	98	96	142	49	119
556.	Evaluates situation in terms of who is in control	336	157	114	268	107	96	120	40	119
557.	Elated, has a happy mood	545	87	114	374	100	96	119	40	118
558.	Frivolous, given to trifling	219	98	114	242	62	96	121	40	117
559.	Has a creative mind	497	113	114	306	93	96	138	48	120
560.	Has a good sense of humor	575	81	114	388	115	96	124	43	120
561.	Has a career first, family second attitude	359	115	114	238	77	96	140	49	119
562.	Knows what kind of job he wants	564	75	114	365	120	96	108	28	120
563.	Took good advantage of educational opportunities	594	82	114	361	110	96	112	32	120
564.	Lacks persistence	255	98	114	292	94	96	126	44	119
565.	Aspires to jobs well beyond his abilities	296	149	114	294	94	96	114	35	119
566.	Seemed preoccupied	196	77	114	228	61	96	113	33	120
567.	Avoids arguments	492	107	114	378	151	96	124	43	120
568.	Feels his life is meaningless	189	85	114	180	74	96	119	39	119
569.	Wants authority	299	148	114	274	96	96	117	38	118
570.	Seeks security	540	98	114	513	98	96	113	34	120

TABLE 22. SUMMARY STATISTICS FOR CLERK TYPIST (continued)

		FAVORABILITY			FREQUENCY			IMPORTANCE		
No.	Item	Mean	SD	N	Mean	SD	N	Mean	SD	N
571.	Will accept responsibility for his work	638	49	13	485	131	20	100	0	11
572.	Would willingly put in extra hours for the company	623	89	13	400	145	20	118	39	11
573.	Would push and try to stretch limits to see what he can get away with	185	135	13	215	48	20	100	0	11
574.	Lacks a goal or purpose in life	315	66	13	305	80	20	136	48	11
575.	Does not take important matters seriously enough	269	72	13	270	46	20	109	29	11
576.	Finds it difficult to control his feelings	215	86	13	240	49	20	100	0	11
577.	Tends to act impulsively	238	92	13	250	59	20	109	29	11
578.	Takes moral offenses lightly	238	74	13	250	74	20	136	48	11
579.	Thinks analytically	469	82	13	265	57	20	145	50	11
580.	Pursues momentary satisfactions—demands immediate rewards	246	93	13	255	112	20	118	39	11
581.	Dislikes close supervision	231	114	13	320	125	20	109	29	11
582.	Can delegate authority	462	84	13	250	74	20	182	39	11
583.	Enthusiastic when meeting people for the first time	523	89	13	340	107	20	182	39	11
584.	Critical of others	269	126	13	260	58	20	100	0	11
585.	Spontaneous in dealing with people	515	77	13	315	85	20	164	48	11
586.	Afraid to take a chance	331	99	13	285	106	20	164	48	11
587.	Too quick to agree	354	63	13	310	94	20	173	45	11
588.	Accurate in his work	654	50	13	460	111	20	100	0	11
589.	Easy to suit, easily pleased	515	86	13	375	104	20	155	50	11
590.	Has common sense	631	72	13	465	101	20	100	0	11
591.	Has a fatalistic outlook on life	285	95	13	180	51	20	145	50	11
592.	Has a realistic view of himself	592	92	13	400	126	20	118	39	11
593.	Has extreme views on social issues	262	84	13	195	59	20	164	48	11
594.	Afraid to appear different	377	58	13	375	144	20	182	39	11
595.	Seeks a job well below his level of ability and training	246	108	13	215	73	20	100	0	11
596.	Seemed reluctant to talk about his past	223	105	13	225	54	20	109	29	11
597.	Fears novel situations where the outcome is doubtful	323	70	13	315	135	20	155	50	11
598.	Feels a need to be sure of things	400	78	13	395	136	20	136	48	11
599.	Wants power	208	121	13	195	59	20	118	39	11
600.	Seeks to have fun, enjoys himself, finds a good time	392	127	13	375	148	20	155	50	11

TABLE 22. SUMMARY STATISTICS FOR CLERK TYPIST (continued)

No.	Item	FAVORABILITY Mean	SD	N	FREQUENCY Mean	SD	N	IMPORTANCE Mean	SD	N
601.	Would be unlikely to ask for help on his job	338	173	8	225	66	8	106	24	17
602.	Would avoid situations where his performance could be inferior to others	263	70	8	300	132	8	120	40	15
603.	Will be loyal to the company	638	70	8	438	132	8	106	24	17
604.	Values creature-comforts (to eat well, avoid hard work, be luxurious)	225	83	8	325	192	8	119	39	16
605.	Places a high value on intellectual activities	500	112	8	313	93	8	169	46	16
606.	Sets self apart from others	225	66	8	225	43	8	124	42	17
607.	Sees world as dog-eat-dog place, everybody looks out for himself	263	165	8	275	120	8	112	32	17
608.	Places family interests above his own desires	400	132	8	275	97	8	181	39	16
609.	Is easily confused	188	127	8	263	48	8	100	0	17
610.	Considers himself an intellectual	375	185	8	175	43	8	144	50	16
611.	Dislikes work which is highly repetitive	225	139	8	338	141	8	100	0	17
612.	Poor at making small talk	375	120	8	275	66	8	188	33	16
613.	Reserved when meeting people for the first time	438	70	8	388	127	8	194	24	16
614.	Tolerant of others	563	99	8	450	122	8	124	42	17
615.	Considerate of other people in his dealings with them	588	78	8	400	122	8	112	32	17
616.	Conscious of social standing	375	109	8	300	100	8	175	43	16
617.	Socially perceptive, able to sense the feelings of others	513	169	8	288	78	8	141	49	17
618.	Highly motivated	550	132	8	288	60	8	125	43	16
619.	Placid, not easily disturbed or upset	563	99	8	325	83	8	124	42	17
620.	Has a good memory	650	50	8	350	50	8	129	46	17
621.	Has a warm personality	625	43	8	413	78	8	139	49	18
622.	Has an easy come, easy go attitude toward money	350	87	8	275	109	8	165	48	17
623.	Has broad knowledge, is well rounded intellectually	500	158	8	225	43	8	182	38	17
624.	Lacks drive	163	70	8	325	109	8	117	37	18
625.	Is setting his aim too low	288	78	8	300	100	8	150	50	18
626.	Seemed to consider this as just one of a long line of interviews	163	48	8	338	99	8	117	37	18
627.	Feels he's special and entitled to privileges or special consideration	213	136	8	213	33	8	100	0	18
628.	Applause-seeker, demands attention	175	83	8	188	33	8	112	32	17
629.	Wants to get ahead, to win	463	165	8	250	50	8	118	38	17
630.	Is a good organizer	513	176	8	263	70	8	133	47	18

TABLE 22. SUMMARY STATISTICS FOR CLERK TYPIST (continued)

No.	Item	FAVORABILITY			FREQUENCY			IMPORTANCE		
		Mean	SD	N	Mean	SD	N	Mean	SD	N
631.	Cooperative	622	74	148	502	94	147	100	0	166
632.	Controlled	586	89	148	444	118	147	107	26	165
633.	Fussy	305	141	148	248	70	147	126	44	166
634.	Lazy	146	75	148	249	81	147	102	15	165
635.	Patient	587	85	148	438	108	147	110	30	166
636.	Apologetic	388	138	148	309	115	147	138	49	166
637.	Frank	508	111	148	384	118	147	127	44	166
638.	Compulsive	274	114	148	265	80	147	120	40	165
639.	Independent	426	119	148	355	111	147	128	45	166
640.	Nosey	222	108	148	233	88	147	122	42	165
641.	Aggressive	389	153	148	296	78	147	128	45	164
642.	Meticulous	508	109	148	322	104	147	124	43	165
643.	Open minded	569	80	148	408	104	147	119	39	165
644.	Dependable	647	64	148	441	95	147	100	0	165
645.	Shy	364	86	148	286	79	147	161	49	165
646.	Arrogant	189	92	148	232	62	147	113	34	166
647.	Immature	226	98	148	319	113	147	117	38	165
648.	Cheerful	580	78	148	463	104	147	116	37	165
649.	Trustworthy	639	78	148	457	117	147	104	19	165
650.	Aloof	273	108	148	245	65	147	138	48	165
651.	Realistic	538	139	13	413	115	23	141	49	17
652.	Self-righteous	346	101	13	296	112	23	182	38	17
653.	Possessive	354	93	13	296	143	23	153	50	17
654.	Cautious	477	142	13	348	97	23	159	49	17
655.	Insecure	285	77	13	317	105	23	129	46	17
656.	Thrifty	531	114	13	348	77	23	176	42	17
657.	Careless	200	68	13	296	95	23	100	0	17
658.	Timid	315	86	13	291	106	23	171	46	17
659.	Submissive	308	121	13	287	99	23	165	48	17
660.	Adventurous	377	137	13	278	78	23	176	42	17

TABLE 22. SUMMARY STATISTICS FOR CLERK TYPIST (continued)

No. Item	FAVORABILITY			FREQUENCY			IMPORTANCE		
	Mean	SD	N	Mean	SD	N	Mean	SD	N
661. Narrow minded	262	84	13	243	77	23	141	49	17
662. Thoughtful	562	62	13	396	123	23	112	32	17
663. Hasty	246	63	13	322	88	23	124	42	17
664. Dignified	538	92	13	361	121	23	165	48	17
665. Sophisticated	469	138	13	261	92	23	182	38	17
666. Bigoted	231	91	13	252	106	23	141	49	17
667. Snobbish	238	84	13	239	57	23	135	48	17
668. Dramatic, affected and theatrical	269	99	13	243	58	23	159	49	17
669. A leader	423	142	13	261	82	23	165	48	17
670. Thick skinned	423	158	13	270	80	23	159	49	17
671. Self-sufficient	531	106	114	371	109	96	119	39	119
672. Conscientious	624	78	114	425	111	96	103	18	119
673. Petty	177	85	114	231	73	96	121	41	119
674. Sociable	539	91	114	448	103	96	122	41	119
675. Fickle	238	106	114	231	75	96	133	47	120
676. Helpful	604	81	114	430	100	96	107	25	119
677. Self-centered	228	97	114	271	73	96	122	41	119
678. Outgoing	547	101	114	394	103	96	125	43	117
679. Irritable	175	89	114	221	68	96	110	30	119
680. Serious	502	99	114	372	109	96	130	46	118
681. Sarcastic	165	84	113	207	48	96	109	29	120
682. Mystical	271	113	113	193	53	96	141	49	117
683. Enthusiastic	597	70	113	435	107	96	108	28	120
684. Suggestible	465	137	113	331	112	96	126	44	120
685. Masculine	288	140	113	189	64	96	151	50	121
686. Depressed	180	85	113	201	53	96	114	35	120
687. Grateful, appreciative	546	88	113	441	122	96	128	45	120
688. A playboy	237	122	113	172	83	96	151	50	120
689. A conformist	416	125	113	329	127	96	142	49	120
690. A showoff	201	103	113	234	70	96	128	45	120

TABLE 22. SUMMARY STATISTICS FOR CLERK TYPIST (continued)

No. Item	FAVORABILITY			FREQUENCY			IMPORTANCE		
	Mean	SD	N	Mean	SD	N	Mean	SD	N
691. Personable	577	58	13	435	106	20	145	50	11
692. Kind	546	101	13	455	112	20	145	50	11
693. Subdued	408	73	13	290	83	20	173	45	11
694. Nervous	338	84	13	335	119	20	109	29	11
695. Friendly	554	50	13	510	83	20	118	39	11
696. Quiet	454	50	13	350	92	20	173	45	11
697. Responsible	631	82	13	495	112	20	100	0	11
698. Pessimistic	277	89	13	230	64	20	136	48	11
699. Stable	623	70	13	470	105	20	100	0	11
700. Eccentric	223	105	13	210	54	20	109	29	11
701. Objective	589	77	13	400	114	20	150	50	10
702. Tough	246	115	13	220	75	20	130	46	10
703. Proud	454	84	13	340	116	20	150	50	10
704. Ambitious	554	63	13	390	109	20	140	49	10
705. Effeminate	331	149	13	455	225	20	150	50	10
706. Energetic	569	82	13	435	111	20	110	30	10
707. Genial, friendly and warm	592	62	13	425	109	20	140	49	10
708. A hypochondriac	200	96	13	210	44	20	110	30	10
709. A jack of all trades	385	123	13	215	57	20	170	46	10
710. A mixer	462	100	13	395	102	20	150	50	10
711. Optimistic	579	43	8	438	111	8	150	50	18
712. Gloomy	200	71	8	213	33	8	122	42	18
713. Anxious	363	122	8	375	139	8	150	50	18
714. Generous	529	97	8	313	105	8	178	42	18
715. Loyal	650	50	8	413	127	8	111	31	18
716. Courteous	638	70	8	550	71	8	111	31	18
717. Overbearing	150	71	8	188	33	8	100	0	18
718. Easygoing	438	99	8	413	105	8	167	47	18
719. Intellectually mature	600	87	8	338	86	8	144	50	18
720. Stubborn	188	60	8	213	33	8	100	0	18

TABLE 22. SUMMARY STATISTICS FOR CLERK TYPIST (continued)

No.	Item	FAVORABILITY			FREQUENCY			IMPORTANCE		
		Mean	SD	N	Mean	SD	N	Mean	SD	N
721.	Defensive	225	66	8	238	48	8	128	45	18
722.	Jovial	525	83	8	313	117	8	161	49	18
723.	Self-confident	600	50	8	375	66	8	144	50	18
724.	Enterprising	613	33	8	350	71	8	141	49	17
725.	Self-conscious	300	87	8	250	71	8	150	50	18
726.	Even-tempered	625	43	8	513	93	8	111	31	18
727.	Businesslike, efficient, and practical	650	50	8	350	141	8	106	23	18
728.	A family man	488	117	8	288	169	8	176	42	17
729.	A gossip	125	43	8	238	48	8	117	37	18
730.	A take-charge guy	388	169	8	250	50	8	135	48	17

Table 23 presents the deciles for the distributions of mean ratings and favorability, frequency, and importance when the items are judged for clerk-typist jobs.

Table 23

Deciles for the distribution of mean ratings of favorability, frequency, and importance in the Clerk-Typist item pool.

Deciles	Favorability	Frequency	Importance
10	6.7	6.5	2.0
9	5.8	4.3	1.8
8	5.3	3.6	1.6
7	4.9	3.2	1.5
6	4.4	2.9	1.4
5	3.9	2.6	1.3
4	3.5	2.4	1.2
3	3.1	2.3	
2	2.6	2.0	1.1
1	2.2	1.7	
Lowest mean	1.3	1.0	1.0

Table 24 contains the *Checklist for Clerk-Typist Jobs.* Twenty-four of the 48 items have favorabilities from 1.95 to 3.55 and frequencies from 1.95 to 3.55. The remaining 24 items have favorabilities from 4.45 to 6.05 and frequencies from 2.95 to 5.05. All 48 items have importance ratings between 1.00 and 1.25.

Table 24

The Checklist for Clerk-Typist Jobs

Instructions

At the conclusion of the interview, describe the interviewee by checking the items which best apply to him. Cross off any items you were not able to observe. Describe the applicant as accurately as possible, so check the items which apply, regardless of whether they are favorable or unfavorable.

Clerk-typist

Check the items that apply

	Item Number
______Previous employer gave him a good reference.	116
______Asked questions about the job duties of the position he is seeking.	147
______Looked you in the eye.	214
______Asked about promotion possibilities.	22
______Scored high on all screening tests.	19

Check the items that apply

	Item Number
______Has been on present job six months or less.	16
______Is currently unemployed and worked for past employer less than one year.	188
______Interrupted you while you were speaking.	79
______Appeared ill-at-ease during the entire interview.	26
______Gave vague, general answers to most questions.	78
______Spoke too softly—was hard to hear.	136

Clerk-typist

Check the items that apply

	Item Number
______Says he wants a job where there is opportunity for promotion.	315
______Says he never has any colds or minor illnesses during the year.	426
______Says he makes friends easily.	406
______Says he is very dependable.	351
______Says he is seeking part-time work to supplement income on present job.	371
______Says he has a great deal of common sense.	432

Check the items that apply

______Says he likes variety and change in a job.	338
______Says he likes flexible working hours.	341
______Likes to do own planning, no interruptions or suggestions from others.	348
______Says he is unhappy in his marriage.	328
______Says he dislikes criticism.	349
______Says he would refuse to work evenings or weekends.	378

Check the 3 items that apply best

______Is rational and logical.	519
______Took good advantage of educational opportunities.	563
______Would not lose his composure easily.	513
______Eager to get along with people.	547
______Easy to talk with.	493
______Would try to do what others expect.	541

Check the 3 items that apply best

______Seeks a job well below his level of ability and training.	595
______Dislikes work which is highly repetitive.	611
______Indecisive—can't make up his mind.	505
______Seemed reluctant to talk about his past.	596
______Seemed preoccupied.	566
______Would put off doing an assigned task as long as possible.	514

Check the 3 items that apply best

______Helpful.	676
______Enthusiastic.	683
______Patient.	635
______Energetic.	706
______Outgoing.	678
______Meticulous.	642

Check the 3 items that apply best

______Compulsive.	638
______Hasty.	663
______Self-centered.	677
______Nosey.	640
______Gloomy.	712
______Careless.	657

Chapter 9

General Sales Item Statistics and Checklist

Of the 237 useable questionnaires in the Sales category, about equal numbers were returned for each of three job contexts: Retail sales (30%), industrial sales (31%), and customer service representatives (29%). The remaining 10% of the questionnaires were for other sales positions, principally sales trainee. These diverse jobs were combined into a single General Sales category to permit the computation of item statistics for all 730 items. This pooling of diverse jobs was based on an assumption that, in the perceptions of employment interviewers, there is a set of core skills and attributes common to all sales jobs.

Table 25 reports some of the characteristics of the respondents in the sales category.

Table 25

Some characteristics of the 237 respondents who completed questionnaires in the job category of sales in general.

	Number	Percent
Characteristic		
Male	175	74
Female	62	26
Job Title		
Interviewer, 25% time or less	4	2
Interviewer, 26% time or more	55	23
Assistant, 25% time or less	17	7
Assistant, 26% time or more	15	6
Manager of division in personnel	44	19
Executive of personnel department	49	21
Other positions in personnel	11	5
Supervisor of ____________, not in personnel	5	2
Manager of ____________, not in personnel	29	12
Other positions not in personnel	8	3
Type of Organization		
Bank & Trust Companies	2	1
Government Offices	1	1
Insurance Companies	16	7
Industrial Manufacturing	63	27
Oil Companies	36	15
Research Organizations	22	9
Service/Sales	3	1
Telephone Companies	39	16
Others (including schools)	55	23
Respondent's education		
No answer	2	1
Elementary (grades 1-8)	1	1
Some secondary (grades 9-11)	3	1
Completed secondary (grade 12)	37	16
Some college	30	13
Undergraduate degree (B.S. or B.A.)	113	48
Some graduate work	19	8

M.A. degree	27	11
Work beyond M.A.	0	0
Ph.D. degree	5	2
Estimated number of interviews in last year		
Under 50	32	14
50-99	21	9
100-199	28	12
200-299	26	11
300-399	20	8
400-599	35	15
600-799	13	5
800-999	18	8
1000-1999	24	10
2000 or more	20	8
Do you use an interview guide?		
No	135	57
Yes	90	38
No answer	11	5
Have you ever held this position of Gen. Sales?		
No	106	45
Yes	122	51
No answer	9	4
What opportunities for interviewing training have you had?		
No special opportunities, just practical training	43	18
On-the-job training	173	73
Workshops & seminars	151	64
Formal courses	115	53

The respondents were asked to estimate the average length of their interviews with sales job applicants. The median estimated length was 30 minutes, with a range from 10 minutes to 6-8 hours.

The respondents also estimated the proportion of applicants for sales jobs who are hired by their organizations. The median estimate was 10% hired, and the first quartile was 5% and the third quartile was 25%.

The median reported years of interviewing experience was 5 years, with a range from less than 3 months to 35 years.
The respondents' median age was 38 years, with a range from 22 to 63.

Item statistics for General Sales jobs are reported in Table 26. This table is read in the same way as Table 6 in Chapter 4.

Table 26

Summary statistics for the General Sales category.

TABLE 26. SUMMARY STATISTICS FOR GENERAL SALES

No.	Item	FAVORABILITY Mean	FAVORABILITY SD	FAVORABILITY N	FREQUENCY Mean	FREQUENCY SD	FREQUENCY N	IMPORTANCE Mean	IMPORTANCE SD	IMPORTANCE N
1.	Grew up in a large city	450	79	84	415	126	80	186	35	71
2.	Grew up in a predominantly rural or farming area	388	85	84	286	100	80	186	35	71
3.	Has traveled extensively	486	121	84	311	124	80	173	44	71
4.	Was active in many groups in high school	587	88	84	439	120	80	123	42	73
5.	Had no outside activities in college	260	85	84	230	99	80	130	46	73
6.	Worked his way through college—earned all his expenses	569	106	84	307	113	80	119	39	73
7.	Was drafted into the service	417	53	84	307	134	80	186	35	69
8.	Has been married two years	471	97	84	384	143	80	170	46	71
9.	Just moved to this community	337	106	84	260	111	80	144	50	72
10.	Is currently using vacation time to seek a new job	467	120	84	231	93	80	163	48	71
11.	Made good use of his chances for advancement	611	74	84	394	120	80	107	25	73
12.	Has held jobs involving supervisory responsibilities	523	122	84	260	101	80	122	42	72
13.	Has been employed by a competing firm	468	128	84	244	101	80	135	48	72
14.	Is currently receiving unemployment compensation	251	113	84	147	79	80	142	49	69
15.	Has a record of special achievement and outstanding reward in his work	644	73	84	307	147	80	107	25	73
16.	Has been on present job six months or less	265	106	84	244	105	80	125	43	73
17.	Has held a great many jobs, each for a short time	135	68	84	223	118	80	104	20	73
18.	Asked how much his pay would be	413	130	84	405	165	80	152	50	69
19.	Scored high on all screening tests	575	80	84	427	135	80	113	33	72
20.	Didn't say much—limited his answers to simple yes and no replies	186	86	84	204	95	80	104	20	73
21.	Looked down and/or away while talking or listening	180	70	84	220	76	80	108	28	72
22.	Kept the conversation going	583	83	84	464	115	80	108	27	73
23.	His self-expression is natural and spontaneous	632	64	84	456	122	80	101	12	73
24.	Smiled frequently	579	89	84	449	119	80	122	41	73
25.	Expressed his ideas well	648	55	84	465	110	80	100	0	73
26.	Appeared ill-at-ease during the entire interview	204	79	84	228	71	80	104	20	73
27.	Frequently used slang	214	86	84	240	89	80	121	40	73
28.	Frequently adjusted his position in the chair when talking to you	302	91	84	268	83	80	142	49	72
29.	Was appropriately dressed	605	67	84	576	84	80	101	12	73
30.	Was sloppily dressed	156	64	84	203	71	80	103	16	72

TABLE 26. SUMMARY STATISTICS FOR GENERAL SALES (continued)

No.	Item	FAVORABILITY			FREQUENCY			IMPORTANCE		
		Mean	SD	N	Mean	SD	N	Mean	SD	N
31.	Is single	343	88	23	274	78	19	162	49	21
32.	Is separated from spouse	265	81	23	205	60	19	133	47	21
33.	Has been married ten years	517	96	23	279	110	19	176	43	21
34.	Got married while attending college	430	75	23	279	106	19	195	21	21
35.	Spouse is a high school graduate	413	80	23	532	145	19	190	29	21
36.	Has lived in the community for two years	470	86	23	447	150	19	176	43	21
37.	Comes from a lower class family	387	34	23	263	98	19	186	35	21
38.	Plans to use public transportation to work and lives a long way off	291	132	23	163	113	19	119	39	21
39.	Does not own a car	309	132	23	174	91	19	133	47	21
40.	Owns his home	500	88	23	379	144	19	167	47	21
41.	Lives in an upper class neighborhood	474	85	23	289	148	19	175	43	20
42.	Presently active in no outside civic groups (fraternal, political, etc.)	317	87	23	263	156	19	155	50	20
43.	Is in heavy debt	178	72	23	247	114	19	105	22	20
44.	Has a savings account	500	72	23	426	133	19	170	46	20
45.	Has never had a permanent job before (just part time ones)	313	112	23	195	69	19	150	50	20
46.	Has never supervised others' work	374	67	23	405	170	19	190	30	20
47.	Has received many large raises on previous jobs	530	112	23	226	102	19	135	48	20
48.	Has collected unemployment compensation once in his lifetime	352	65	23	226	129	19	180	40	20
49.	Has been on his present job three years	513	90	23	358	109	19	135	48	20
50.	Held three or more jobs in the past four years	187	54	23	216	81	19	105	22	20
51.	Served as an officer in armed forces	530	91	23	263	109	19	160	49	20
52.	Had an "A" average in high school	557	82	23	216	93	19	150	50	20
53.	Graduated from a vocational skills program in high school	370	100	23	221	132	19	168	46	19
54.	Had a "C" average in college	387	80	23	347	109	19	175	43	20
55.	Attended a college which has an excellent scholastic reputation	522	102	23	347	123	19	165	48	20
56.	Has had some college	343	164	23	437	225	19	130	46	20
57.	Is a college graduate	609	78	23	432	220	19	120	40	20
58.	Earned about 1/4 of his expenses while at school	487	95	23	332	113	19	145	50	20
59.	Has average intelligence	409	147	23	542	104	19	125	43	20
60.	Made grammatical errors on the application form	230	69	23	268	103	19	110	30	20

TABLE 26. SUMMARY STATISTICS FOR GENERAL SALES (continued)

No.	Item	FAVORABILITY			FREQUENCY			IMPORTANCE		
		Mean	SD	N	Mean	SD	N	Mean	SD	N
61.	Asked same question over, or asked question already answered	252	88	23	232	57	19	119	39	21
62.	Gave long, drawn out answers	270	69	23	268	98	19	114	35	21
63.	Forgot what he was talking about	204	75	23	163	67	19	110	29	21
64.	Intends to make a career with the company	561	121	23	521	154	19	124	43	21
65.	Mumbled	200	83	23	200	46	19	105	21	21
66.	Spoke loudly	296	91	23	253	127	19	129	45	21
67.	Has a deep voice	422	59	23	268	65	19	186	35	21
68.	Spoke at a normal speed	483	82	23	521	100	19	148	50	21
69.	Talked too slowly	304	75	23	205	51	19	119	39	21
70.	Diction was precise	530	69	23	384	109	19	129	45	21
71.	Spoke melodiously	443	101	23	305	110	19	157	49	21
72.	Frequently slurred words	248	58	23	232	80	19	105	21	21
73.	Paused before answering questions—appeared to be thinking out answer	465	134	23	321	110	19	143	49	21
74.	Uses dramatic and intense words to describe everyday activities	400	135	23	247	99	19	148	50	21
75.	Asked about retirement benefits	387	80	23	300	121	19	157	49	21
76.	Asked to meet his potential supervisor	500	83	23	332	247	19	176	43	21
77.	Asked about company training programs	517	96	23	363	190	19	148	50	21
78.	Gave vague, general answers to most questions	217	64	23	242	67	19	105	21	21
79.	Interrupted you while you were speaking	239	92	23	226	64	19	114	35	21
80.	Frowns frequently	270	91	23	189	55	19	129	45	21
81.	Frequently runs fingers through hair	274	79	23	184	49	19	143	49	21
82.	Chewed nails during the interview	170	75	23	132	46	19	100	0	21
83.	Has firm handshake	539	97	23	463	127	19	129	45	21
84.	Crossed and uncrossed legs often	348	93	23	253	68	19	162	49	21
85.	Slouched in chair	230	80	23	200	79	19	105	21	21
86.	Appeared edgy and nervous throughout the entire interview	248	93	23	237	81	19	114	35	21
87.	Smokes	387	45	23	432	103	19	195	21	21
88.	Was well groomed	600	72	23	542	82	19	100	0	21
89.	Has a large nose	396	20	23	247	50	19	195	21	21
90.	Has a medium build	404	20	23	400	73	19	190	29	21

TABLE 26. SUMMARY STATISTICS FOR GENERAL SALES (continued)

No.	Item	FAVORABILITY			FREQUENCY			IMPORTANCE		
		Mean	SD	N	Mean	SD	N	Mean	SD	N
91.	Has a good complexion	513	85	23	495	60	19	167	47	21
92.	Has bad breath	209	78	23	200	103	19	129	45	21
93.	Bald	387	34	23	189	79	19	181	39	21
94.	Needs a shave	178	66	23	153	60	19	100	0	21
95.	Is about 5 feet 6 inches tall	374	53	23	279	95	19	186	35	21
96.	Is about 6 feet 6 inches tall	409	50	23	168	65	19	167	47	21
97.	Markedly underweight	322	88	23	189	64	19	133	47	21
98.	Weighs about 175 lbs.	426	53	23	368	73	19	190	29	21
99.	Is about 19 years old	226	122	23	168	80	19	133	47	21
100.	Is about 35 years old	443	110	23	284	99	19	167	47	21
101.	Is engaged to be married	353	82	19	252	50	21	136	48	25
102.	Is divorced	384	49	19	271	76	21	144	50	25
103.	Has been married five years	489	97	19	310	97	21	184	37	25
104.	Has no children	426	55	19	348	130	21	184	37	25
105.	Spouse is a college graduate	458	82	19	295	95	21	184	37	25
106.	Has lived in the community all his life	500	117	19	314	117	21	152	50	25
107.	Comes from a well-to-do family	400	32	19	233	71	21	184	37	25
108.	Plans to ride in a car pool	337	87	19	186	71	21	159	49	22
109.	Owns a car	542	118	19	543	122	21	144	50	25
110.	Rents a house	400	0	19	405	143	21	196	20	25
111.	Recently purchased a new home	521	83	19	281	91	21	136	48	25
112.	Is presently active in one outside group (civic, fraternal, political)	521	95	19	348	147	21	140	49	25
113.	Has a poor credit rating	237	98	19	233	84	21	136	48	25
114.	Has no savings account, spends what he earns	326	96	19	262	84	21	160	49	25
115.	Has changed jobs many times	137	48	19	257	95	21	104	20	25
116.	Previous employer gave him a good reference	611	64	19	543	109	21	100	0	25
117.	Has increased his monthly pay through one of his last job changes	484	81	19	471	135	21	124	43	25
118.	Is currently employed and is looking for a new job	447	75	19	395	129	21	140	49	25
119.	Is currently employed and is looking for an additional (part time) job	195	105	19	157	79	21	129	45	24
120.	Has served in the armed services	416	49	19	281	171	21	172	45	25

TABLE 26. SUMMARY STATISTICS FOR GENERAL SALES (continued)

No.	Item	FAVORABILITY			FREQUENCY			IMPORTANCE		
		Mean	SD	N	Mean	SD	N	Mean	SD	N
121.	Had a "D" average in high school	168	65	19	171	76	21	104	20	25
122.	Had no outside activities in high school	274	102	19	195	58	21	136	48	25
123.	Is a high school graduate—no college	368	80	19	362	146	21	132	47	25
124.	Had a "B" average in college	579	77	19	348	101	21	120	40	25
125.	Was active in several groups while attending college	553	104	19	367	125	21	124	43	25
126.	Has had one year of college	511	125	19	386	139	21	128	45	25
127.	Has a Master's degree	321	188	19	190	102	21	128	45	25
128.	Earned half of his school expenses	542	82	19	333	117	21	132	47	25
129.	Takes shorthand	400	56	19	205	72	21	188	32	25
130.	Misspelled words on the application form	200	56	19	214	71	21	116	37	25
131.	Drew from a large vocabulary when speaking	579	52	19	367	121	21	124	43	25
132.	Was to-the-point, gave short answers	405	157	19	300	93	21	112	32	25
133.	Lost his train of thought while talking	179	69	19	171	63	21	108	27	25
134.	Has a police record	158	82	19	148	50	21	104	20	25
135.	Has an accent	311	85	19	224	53	21	120	40	25
136.	Spoke too softly—was hard to hear	200	79	19	190	53	21	108	27	25
137.	Has a high pitched voice	232	80	19	195	49	21	112	32	25
138.	Talked too fast	211	85	19	219	50	21	112	32	25
139.	Is articulate	621	52	19	429	135	21	104	20	25
140.	Drawled	284	74	19	200	53	21	124	43	25
141.	Spoke in a monotone	163	67	19	210	68	21	108	27	25
142.	Voice seemed strained	195	76	19	190	75	21	116	37	25
143.	Used impersonal, unemotional language in talking about himself	305	139	19	286	152	21	124	43	25
144.	Cursed—used profanity	132	46	19	129	55	21	104	20	25
145.	Asked about his potential co-workers	495	83	19	267	125	21	144	50	25
146.	Asked about fringe benefits	463	93	19	357	159	21	148	50	25
147.	Asked questions about the job duties of the position he is seeking	611	85	19	538	140	21	104	20	25
148.	Gave curved answers to straight questions	174	64	19	205	65	21	104	20	25
149.	Blushed often during the interview	274	91	19	171	55	21	132	47	25
150.	Chewed gum	179	77	19	157	66	21	112	32	25

TABLE 26. SUMMARY STATISTICS FOR GENERAL SALES (continued)

No.	Item	FAVORABILITY Mean	SD	N	FREQUENCY Mean	SD	N	IMPORTANCE Mean	SD	N
151.	Rubbed hand over mouth often	168	73	19	138	49	21	128	45	25
152.	Looked you in the eye	600	97	19	557	90	21	100	0	25
153.	Has an expressive face	579	106	19	481	110	21	144	50	25
154.	Placed elbow on desk	289	117	19	186	77	21	160	49	25
155.	Gripped armrests tightly or ran hands along them nervously	195	83	19	214	94	21	116	37	25
156.	Appeared calm and relaxed throughout the entire interview	632	65	19	481	122	21	104	20	25
157.	Smoked a lot	242	104	19	243	90	21	140	49	25
158.	Wears rings—other than a wedding band	400	0	19	367	125	21	196	20	25
159.	Is physically handicapped	295	100	19	171	55	21	116	37	25
160.	Has buck teeth	363	67	19	176	61	21	180	40	25
161.	Wears white socks with a dark suit	247	131	19	167	94	21	150	50	24
162.	Has a poor complexion	321	89	19	229	63	21	156	50	25
163.	Has chewed fingernails	232	92	19	219	79	21	140	49	25
164.	Has dandruff	247	109	19	205	65	21	148	50	25
165.	Is less than 5 feet tall	374	55	19	186	47	21	176	43	25
166.	Is about 5 feet 9 inches tall	411	31	19	276	144	21	192	27	25
167.	Weighs about 100 lbs.	368	65	19	205	65	21	172	45	25
168.	Weighs about 200 lbs.	216	127	19	205	129	21	144	50	25
169.	Is 21 years old	426	102	19	410	160	21	172	45	25
170.	Is about 40 years old	326	102	19	300	111	21	152	50	25
171.	Is married	470	90	20	386	119	28	133	47	9
172.	Has been divorced and is now married	365	65	20	182	47	28	156	50	9
173.	Just married	400	45	20	271	75	28	144	50	9
174.	Has two dependent children	455	86	20	268	107	28	156	50	9
175.	Spouse works full time	380	40	20	268	89	28	156	50	9
176.	Comes from a small family	400	0	20	354	87	28	200	0	9
177.	Has lived in many areas of the country	480	93	20	271	99	28	167	47	9
178.	Has dependable transportation available for getting to work	535	96	20	521	182	28	133	47	9
179.	Has two cars	410	70	20	289	163	28	178	42	9
180.	Lives close to work	490	99	20	357	152	28	167	47	9

TABLE 26. SUMMARY STATISTICS FOR GENERAL SALES (continued)

No.	Item	FAVORABILITY			FREQUENCY			IMPORTANCE		
		Mean	SD	N	Mean	SD	N	Mean	SD	N
181.	Lives in a lower class neighborhood	345	67	20	186	64	28	156	50	9
182.	Presently active in an outside group (civic, fraternal, political, etc.)	550	67	20	354	121	28	133	47	9
183.	Has a good credit rating	610	89	20	500	154	28	111	31	9
184.	Is now a teacher	365	119	20	204	98	28	156	50	9
185.	Has been employed in a wide variety of positions	370	119	20	232	85	28	133	47	9
186.	Most recent employer gave him a bad reference	195	74	20	200	136	28	100	0	9
187.	Has taken a pay cut on one of his last jobs	290	83	20	207	113	28	111	31	9
188.	Is currently unemployed and worked for past employer less than one year	225	89	20	189	108	28	100	0	9
189.	Has been on present job one year	395	50	20	321	142	28	144	50	9
190.	Discharged from the service as a private—no promotions	355	74	20	171	103	28	167	47	9
191.	Had a "C" average in high school	365	48	20	307	100	28	144	50	9
192.	Was president of senior class in high school	555	97	20	246	78	28	133	47	9
193.	Worked while in high school	545	67	20	361	118	28	133	47	9
194.	Had an "A" average in college	505	150	20	207	70	28	133	47	9
195.	Is attending evening classes	500	138	20	282	85	28	111	31	9
196.	Has had two years of college	365	156	20	361	230	28	133	47	9
197.	Has a Ph.D. degree	265	153	20	114	35	28	144	50	9
198.	Earned 75 percent of his expenses while at school	575	70	20	275	95	28	111	31	9
199.	Knows how to type	435	79	20	271	116	28	189	31	9
200.	Followed directions when filling out application form	560	102	20	550	112	28	111	31	9
201.	Used many big words	375	89	20	268	80	28	144	50	9
202.	Explains things in unnecessary detail	285	73	20	282	93	28	100	0	9
203.	Asked clear questions, it is easy to tell what he wants to know	620	60	20	482	107	28	100	0	9
204.	Is over-qualified for the job he's being interviewed for	235	96	20	204	57	28	111	31	9
205.	Spoke forcefully	555	92	20	400	134	28	122	42	9
206.	Voice carries well	560	86	20	439	118	28	122	42	9
207.	Voice had normal pitch	555	74	20	475	127	28	122	42	9
208.	Spoke with a slow, steady pace	380	103	20	325	106	28	167	47	9
209.	Speech was concise	545	80	20	446	115	28	111	31	9
210.	Stuttered	190	77	20	164	55	28	100	0	9

TABLE 26. SUMMARY STATISTICS FOR GENERAL SALES (continued)

No. Item	FAVORABILITY			FREQUENCY			IMPORTANCE		
	Mean	SD	N	Mean	SD	N	Mean	SD	N
211. Talked out of the side of his mouth	240	80	20	168	71	28	111	31	9
212. Cleared his throat several times	355	67	20	239	56	28	156	50	9
213. Uses phrases like—do you understand, know what I mean, is that clear	280	93	20	221	67	28	111	31	9
214. Asked about promotion possibilities	570	56	20	511	121	28	100	0	9
215. Asked about working conditions	480	93	20	382	163	28	122	42	9
216. Pressed for details about the job	545	74	20	429	139	28	111	31	9
217. Applicant has a rapid tempo—responds, speaks, and moves at a fast rate	470	105	20	371	144	28	133	47	9
218. Laughed a lot	410	126	20	296	109	28	144	50	9
219. Kept his mouth open when not talking	280	93	20	182	60	28	122	42	9
220. Blinks a lot	275	77	20	189	62	28	111	31	9
221. Sat with hands behind head	245	107	20	132	54	28	100	0	9
222. Used his hands while talking (gesture)	405	97	20	361	126	28	133	47	9
223. Awkward, bodily postures and movements lack grace and ease	280	81	20	239	101	28	122	42	9
224. Sat rigidly upright in chair	320	81	20	264	97	28	122	42	9
225. Tapped foot nervously	265	79	20	182	60	28	111	31	9
226. Smokes while talking to you	350	102	20	325	112	28	178	42	9
227. Listened attentively	575	62	20	521	101	28	111	31	9
228. Flamboyant in personal attire	285	79	20	254	109	28	122	42	9
229. Medical records and his appearance indicate he is in excellent health	625	77	20	543	135	28	111	31	9
230. Has a crew cut	395	50	20	268	85	28	200	0	9
231. Was over dressed	295	97	20	186	64	28	122	42	9
232. There was lint on his clothes	330	95	20	182	54	28	156	50	9
233. Has long hair	320	98	20	236	101	28	122	42	9
234. Wears a beard	205	112	20	118	38	28	122	42	9
235. Is about 5 feet tall	320	108	20	161	82	28	178	42	9
236. Is about 6 feet tall	450	74	20	446	105	28	200	0	9
237. Weighs about 125 lbs.	335	96	20	164	61	28	178	42	9
238. Weighs about 225 lbs.	340	102	20	225	63	28	167	47	9
239. Is about 25 years old	485	131	20	396	130	28	167	47	9
240. Is about 45 years old	335	156	20	175	74	28	133	47	9

TABLE 26. SUMMARY STATISTICS FOR GENERAL SALES (continued)

No. Item	FAVORABILITY			FREQUENCY			IMPORTANCE		
	Mean	SD	N	Mean	SD	N	Mean	SD	N
241. Is having family problems	232	87	22	242	49	12	106	23	18
242. Is widowed	405	21	22	175	60	12	187	34	15
243. Got married while attending high school	327	86	22	183	69	12	138	48	16
244. Has six dependent children	382	119	22	167	47	12	135	48	17
245. Spouse is a teacher	414	118	22	250	65	12	173	44	15
246. Comes from a middle class family	445	66	22	433	94	12	169	46	16
247. Comes from a broken home	377	79	22	242	49	12	135	48	17
248. Lives in the suburbs	414	46	22	525	72	12	180	40	15
249. Is now renting an apartment	409	51	22	358	126	12	193	26	14
250. Lives in a middle class neighborhood	423	52	22	508	111	12	156	50	16
251. Frequently entertains others in his home	459	89	22	458	119	12	150	50	16
252. Has no outstanding debts	523	90	22	325	153	12	112	32	17
253. Carries no life insurance	291	104	22	183	69	12	144	50	16
254. Was fired from his last job	195	82	22	200	58	12	100	0	18
255. Has worked in many different occupations	241	115	22	275	92	12	112	32	17
256. Has had very few pay raises on previous jobs	255	84	22	300	122	12	106	23	18
257. Has never collected unemployment compensation	473	81	22	442	175	12	160	49	15
258. Is currently unemployed and worked for past employer for 3 years	373	101	22	300	173	12	118	38	17
259. Held one job for past 4 years	514	55	22	375	136	12	118	38	17
260. Was dishonorably discharged from the army	141	94	22	175	130	12	106	23	18
261. Had a "B" average in high school	545	72	22	400	147	12	140	49	15
262. Dropped out of high school	182	78	22	183	114	12	100	0	18
263. Had a "D" average in college work	236	93	22	200	108	12	125	43	16
264. Attended a college which has a poor scholastic reputation	336	64	22	208	86	12	153	50	15
265. Graduated from technical or vocational school after high school	382	94	22	200	41	12	138	48	16
266. Has had three years of college	436	130	22	375	179	12	118	38	17
267. Earned none of his expenses while at school	341	83	22	242	126	12	153	50	17
268. Hasn't been in the armed services	364	71	22	383	152	12	128	45	18
269. Did a sloppy job of completing the application form	236	64	22	308	104	12	111	31	18
270. Expressed thoughts clearly and distinctly	595	64	22	475	130	12	100	0	18

TABLE 26. SUMMARY STATISTICS FOR GENERAL SALES (continued)

No.	Item	FAVORABILITY			FREQUENCY			IMPORTANCE		
		Mean	SD	N	Mean	SD	N	Mean	SD	N
271.	Speech was grammatically precise	573	75	22	442	126	12	118	38	17
272.	Used inappropriate words	286	106	22	225	60	12	106	24	17
273.	Is seeking part-time employment	182	103	22	183	114	12	111	31	18
274.	Friend or relative employed by company told about employment opportunity	491	100	22	317	121	12	180	40	15
275.	Came for interview, result of special recruiting campaign by company	464	77	22	425	174	12	167	47	15
276.	Was referred by the state employment service	382	94	22	217	134	12	169	46	16
277.	Was referred by the placement office at the school he attended	468	76	22	308	189	12	163	48	16
278.	Was referred by a private employment agency	418	94	22	283	107	12	176	42	17
279.	Saw an ad in the newspaper and came in for an interview	473	91	22	333	149	12	167	47	15
280.	Waits a few seconds before answering questions	455	116	22	292	64	12	124	42	17
281.	Speech was abrupt and halting	236	77	22	217	80	12	100	0	18
282.	Interjected many um's, ah's, or uh's	241	89	22	283	121	12	100	0	18
283.	Applicant's speech is cautious—indicates doubt using perhaps, I think	268	70	22	292	86	12	124	42	17
284.	Asked about his potential supervision	418	89	22	300	129	12	127	44	15
285.	Asked about vacations	355	108	22	292	132	12	163	48	16
286.	Gave an evasive and vague answer when asked why he left his last job	205	77	22	258	104	12	100	0	18
287.	Smiles with mouth only—the rest of face (especially eyes) unsmiling	327	117	22	233	75	12	141	49	17
288.	Squints	309	73	22	192	64	12	163	48	16
289.	Picked his nose	150	72	22	142	49	12	106	23	18
290.	Has a weak handshake	255	103	22	275	101	12	129	46	17
291.	Manipulation of small objects (pencil, cigarettes) tends to be clumsy	309	100	22	208	64	12	138	48	16
292.	Squirmed in chair	286	76	22	250	76	12	147	50	15
293.	Was nervous at the beginning of the interview	395	47	22	325	109	12	181	39	16
294.	Has nervous smoking habits	291	85	22	275	92	12	135	48	17
295.	Smiled in a conceited manner	268	110	22	217	69	12	131	46	16
296.	Ears stick out	395	21	22	192	49	12	200	0	15
297.	Physique appears feminine	282	103	22	233	155	12	141	49	17
298.	Needs a haircut	236	88	22	217	55	12	106	23	18
299.	Is clean shaven	536	98	22	608	95	12	106	23	18
300.	Looks tired	305	88	22	225	60	12	150	50	16

TABLE 26. SUMMARY STATISTICS FOR GENERAL SALES (continued)

No.	Item	FAVORABILITY			FREQUENCY			IMPORTANCE		
		Mean	SD	N	Mean	SD	N	Mean	SD	N
301.	Wears glasses	405	47	22	358	76	12	193	25	15
302.	Is about 5 feet 3 inches tall	327	91	22	158	76	12	163	48	16
303.	Is about 6 feet 3 inches tall	455	66	22	242	76	12	173	44	15
304.	Is markedly overweight	232	82	22	225	72	12	106	24	17
305.	Weighs about 150 lbs.	391	51	22	292	132	12	193	25	15
306.	Weighs about 250 lbs.	318	103	22	175	43	12	160	49	15
307.	Is about 30 years old	445	99	22	292	104	12	133	47	18
308.	Is about 55 years old	227	101	22	175	92	12	122	42	18
309.	Is a male	568	139	22	575	196	12	129	46	17
310.	Is a female	241	167	22	258	198	12	124	42	17
311.	Feels he's gotten nowhere and must change jobs now or never	371	129	84	250	104	80	121	41	72
312.	Says he dislikes routine desk jobs	452	142	84	382	164	80	117	37	72
313.	Says he can get a great deal done in a short time	523	89	84	307	126	80	123	42	71
314.	Says he does not want a job involving responsibility for others' work	240	107	84	186	79	80	118	39	71
315.	Says he wants a job where there is opportunity for promotion	580	80	84	590	96	80	111	32	71
316.	Says he needs an occasional pat-on-the-back to keep him going	357	114	84	256	108	80	123	42	71
317.	Says he prefers to work alone	276	144	84	231	122	80	107	25	73
318.	Says he is seeking higher wages	454	103	84	484	144	80	135	48	71
319.	Says he makes a principle of never taking his job home with him	315	140	84	186	80	80	122	41	73
320.	Says he has an even temperament	529	98	84	361	150	80	127	44	70
321.	Says he's inclined to be moody	199	78	84	151	52	80	107	25	73
322.	Says he's not concerned about what others think about him	263	139	84	178	95	80	104	20	72
323.	Says he is quite sure of himself	506	107	84	356	150	80	118	38	72
324.	Says he tends to act on impulse	261	93	84	215	92	80	104	20	73
325.	Says he keeps up with the current events	544	76	84	354	147	80	140	49	72
326.	Thinks most people are queer mentally, they don't like to admit it	213	96	84	144	61	80	113	33	72
327.	Says he finds a number of people hard to get along with	176	71	62	172	63	80	103	16	73
328.	Says he is unhappy in his marriage	200	87	84	151	55	80	110	29	73
329.	Most people are irrational and their opinions are likely to be worthless	155	64	84	126	44	80	101	12	73
330.	Says he can remember faces, names, and incidents better than most people	532	121	84	256	132	80	130	46	71

TABLE 26. SUMMARY STATISTICS FOR GENERAL SALES (continued)

No.	Item	FAVORABILITY Mean	FAVORABILITY SD	FAVORABILITY N	FREQUENCY Mean	FREQUENCY SD	FREQUENCY N	IMPORTANCE Mean	IMPORTANCE SD	IMPORTANCE N
331.	Says he is satisfied with his present vocational achievements	317	96	23	226	91	19	133	47	21
332.	Says he is satisfied with the promotional opportunities on present job	370	86	23	184	67	19	138	49	21
333.	Says he's more satisfied than dissatisfied with his present job	435	91	23	200	86	19	133	47	21
334.	Says he would work hard if he got the job	504	120	23	495	132	19	152	50	21
335.	Says he is satisfied with the pay on his present job	383	82	23	253	99	19	138	49	21
336.	Says he will not work weekends	213	74	23	184	99	19	110	29	21
337.	Would like working on a commission basis—provides incentive to work hard	496	143	23	321	158	19	119	39	21
338.	Says he likes variety and change in a job	517	109	23	458	127	19	105	21	21
339.	Says he is always on time for his work	557	82	23	326	200	19	143	49	21
340.	Says he likes writing reports	439	101	23	221	140	19	138	49	21
341.	Says he likes flexible working hours	487	126	23	337	156	19	119	39	21
342.	Says he prefers to deal with people rather than things or ideas	570	120	23	511	133	19	100	0	21
343.	Says he wants a job where he can contribute to others' welfare	500	144	23	237	109	19	133	47	21
344.	Says he wishes he had more money	474	99	23	463	146	19	157	49	21
345.	Likes to do own planning, no interruptions or suggestions from others	300	102	23	179	100	19	110	29	21
346.	Says he is in excellent physical health	578	88	23	521	164	19	138	49	21
347.	Says anyone who is unemployed has only himself to blame	504	116	23	253	146	19	152	50	21
348.	Says he has more than his share of novel ideas	500	88	23	274	145	19	143	49	21
349.	Says he dislikes criticism	278	106	23	205	110	19	105	21	21
350.	Says he's a very mature person	509	88	23	342	150	19	148	50	21
351.	Says he is very dependable	557	71	23	484	146	19	148	50	21
352.	Says he is a political conservative	400	83	23	242	104	19	195	21	21
353.	Says he likes to direct others' activities	530	62	23	353	123	19	119	39	21
354.	Says he never worries about possible misfortunes	426	111	23	221	128	19	157	49	21
355.	Says he tends to be critical of others	317	96	23	189	91	19	110	29	21
356.	Says he expresses his judgments publicly regardless of criticism	274	99	23	205	100	19	100	0	21
357.	Says he prefers to deal with people rather than things	570	86	23	489	148	19	100	0	21
358.	Says he obeys all rules and regulations	483	105	23	295	167	19	138	49	21
359.	Says he likes continually changing activities	496	120	23	368	130	19	119	39	21
360.	Says he entertains in his home on average of once every 2 weeks	461	71	23	184	109	19	176	43	21

TABLE 26. SUMMARY STATISTICS FOR GENERAL SALES (continued)

No.	Item	FAVORABILITY			FREQUENCY			IMPORTANCE		
		Mean	SD	N	Mean	SD	N	Mean	SD	N
361.	Says he likes pets	413	45	23	253	127	19	195	21	21
362.	Says he won't discuss his finances because they are personal	374	99	23	174	78	19	157	49	21
363.	Says he doesn't drink and he doesn't think that others should	274	99	23	163	87	19	129	45	21
364.	Says everyone is basically honest	457	88	23	253	150	19	157	49	21
365.	He makes rash remarks in fun to surprise people and see what they say	291	88	23	132	46	19	129	45	21
366.	Says he sometimes becomes irritated at other people	335	91	23	242	143	19	133	47	21
367.	Says he has difficulty getting acquainted with strangers	187	68	23	174	71	19	105	21	21
368.	Says he is a good leader	552	88	23	347	135	19	143	49	21
369.	Says he tries to avoid hurting other peoples' feelings	500	110	23	300	145	19	114	35	21
370.	He attended the college he did because all his friends were going there	335	81	23	147	75	19	167	47	21
371.	Says he is seeking part-time work to supplement income on present job	547	109	19	510	97	21	112	32	25
372.	Says he is familiar with competing firms	495	100	19	267	149	21	152	50	25
373.	Says he called in sick so that he could come to this interview	200	103	19	190	53	21	120	40	25
374.	Says he is dissatisfied with the pay on his present job	426	78	19	438	109	21	124	43	25
375.	Is looking for a new job because he couldn't get along with his boss	179	95	19	200	76	21	108	27	25
376.	Is seeking part-time work to supplement the income of present job	189	121	19	152	59	21	113	33	24
377.	Says he has trouble doing tiresome routine work over long period of time	342	160	19	300	145	21	132	47	25
378.	Says he would refuse to work evenings or weekends	232	108	19	219	91	21	124	43	25
379.	Says he likes regular hours for work	363	113	19	424	141	21	136	48	25
380.	Says he drives himself steadily (doesn't work by fits and starts)	589	85	19	310	123	21	108	27	25
381.	Prefers a secure job with less pay to uncertain position with higher pay	526	141	19	329	139	21	112	32	25
382.	Says he likes work which requires him to persuade and convince others	584	139	19	262	150	21	104	20	25
383.	Says he wants a job where he can contribute new ideas	595	128	19	319	147	21	104	20	25
384.	Says he likes working on complex and difficult problems	616	93	19	376	138	21	112	32	25
385.	Says he thinks he would like interviewing job applicants	479	136	19	348	147	21	152	50	25
386.	Says he can accept criticism without getting mad	600	108	19	405	162	21	100	0	25
387.	Says he is very careful when making a decision	526	121	19	343	133	21	112	32	25
388.	Says he is an Atheist	374	64	19	114	35	21	176	43	25
389.	Says he sometimes feels grouchy	274	96	19	143	66	21	124	43	25
390.	Says he is very independent	316	118	19	271	88	21	116	37	25

TABLE 26. SUMMARY STATISTICS FOR GENERAL SALES (continued)

No.	Item	FAVORABILITY			FREQUENCY			IMPORTANCE		
		Mean	SD	N	Mean	SD	N	Mean	SD	N
391.	Says he is unusually cheerful	600	73	19	386	164	21	117	37	24
392.	Says he is a political liberal	400	0	19	171	82	21	184	37	25
393.	Says he is a fast thinker	584	93	19	319	162	21	112	32	25
394.	Says he sometimes gets rattled in critical situations	195	94	19	200	76	21	108	27	25
395.	Says he never acts on the spur of the moment	389	141	19	224	106	21	136	48	25
396.	Says he is a very cautious person	400	121	19	252	114	21	128	45	25
397.	Says he feels guilty unless he is accomplishing something	574	102	19	314	155	21	116	37	25
398.	Says he enjoys dancing	411	45	19	238	95	21	192	27	25
399.	Says he likes entertaining others	463	113	19	271	152	21	156	50	25
400.	Says he is interested in literature and the arts	447	94	19	333	132	21	172	45	25
401.	Says he limits his participation in sports to watching television sports	395	69	19	186	71	21	188	32	25
402.	Says he likes to travel when taking a vacation	432	65	19	348	126	21	192	27	25
403.	Says most people seem to like him	542	75	19	362	170	21	108	27	25
404.	Says he likes adjusting difficulties of others	542	114	19	314	155	21	108	27	25
405.	Sometimes makes rash remarks in fun, surprise people, see what they say	200	65	19	143	58	21	120	40	25
406.	Says he makes friends easily	595	89	19	419	153	21	108	27	25
407.	Says he is considered a thoughtful person	595	100	19	324	185	21	124	43	25
408.	Says he knows many people, he has a large number of acquaintances	563	109	19	295	168	21	144	50	25
409.	Says he likes to spend his spare time with his family	521	106	19	352	153	21	148	50	25
410.	Says he liked school	595	89	19	462	140	21	132	47	25
411.	Says he expects to progress rapidly in the structure of the company	490	104	20	382	136	28	100	0	9
412.	Says he first actively considered making a change in jobs a week ago	320	93	20	161	62	28	144	50	9
413.	Is leaving his job because he can't get along with people he works with	230	110	20	200	71	28	100	0	9
414.	Says he is satisfied with the job duties on his present job	390	70	20	321	115	28	122	42	9
415.	Says he will not work on Saturdays	225	94	20	143	62	28	100	0	9
416.	Says he left last job because he did not receive an anticipated raise	365	101	20	221	62	28	100	0	9
417.	Says he prefers to work on his own	360	171	20	282	147	28	133	47	9
418.	Says he can keep working for long stretches	540	86	20	321	132	28	122	42	9
419.	Says he likes methodical work	340	136	20	211	105	28	111	31	9
420.	After he's done difficult parts of job, hates to finish up odds and ends	235	91	20	200	89	28	122	42	9

TABLE 26. SUMMARY STATISTICS FOR GENERAL SALES (continued)

No.	Item	FAVORABILITY			FREQUENCY			IMPORTANCE		
		Mean	SD	N	Mean	SD	N	Mean	SD	N
421.	Says he is troubled by the fact that he may be in the wrong line of work	350	128	20	236	85	28	111	31	9
422.	Says he wants a job which will give him power	320	108	20	229	144	28	111	31	9
423.	Says that hardly any activity really counts unless it is task-oriented	355	97	20	232	139	28	122	42	9
424.	Says he doesn't care for the responsibility of supervising others' work	295	80	20	204	94	28	100	0	9
425.	Says he can carry out plans assigned by other people	550	67	20	443	145	28	100	0	9
426.	Says he never has any colds or minor illnesses during the year	530	90	20	282	167	28	156	50	9
427.	Says he enjoys being alone	280	103	20	179	86	28	100	0	9
428.	Says he likes to take chances	410	114	20	296	109	28	111	31	9
429.	Says his feelings are sometimes easily hurt	280	87	20	146	50	28	100	0	9
430.	Says he is optimistic	550	92	20	429	122	28	122	42	9
431.	Says he is trustworthy	550	102	20	468	154	28	133	47	9
432.	Says he has a great deal of common sense	535	101	20	389	161	28	133	47	9
433.	Says he attends religious services regularly	430	64	20	325	135	28	156	50	9
434.	Says he quit smoking several months ago	435	73	20	214	79	28	167	47	9
435.	Says he is a somewhat slow and leisurely person	265	91	20	161	62	28	100	0	9
436.	Says he is usually very frank and open	475	113	20	332	123	28	100	0	9
437.	Says he values logical explanations	520	60	20	354	157	28	122	42	9
438.	Says he likes to take the lead in group activities	565	73	20	361	142	28	111	31	9
439.	Says he adapts well in new situations	595	59	20	464	120	28	111	31	9
440.	Says he spends a lot of time and energy in pursuit of his hobbies	435	111	20	300	100	28	111	31	9
441.	Says he is interested in philosophical problems	380	81	20	239	121	28	144	50	9
442.	Says he is very careful to keep all his records up to date	520	103	20	314	146	28	144	50	9
443.	Is baffled by people who get excited over concepts, theories, ideas, etc.	315	85	20	204	132	28	144	50	9
444.	Says he dislikes people who borrow things	395	50	20	186	106	28	167	47	9
445.	Makes rash remarks in fun, to surprise people and see what they say	300	105	20	171	88	28	122	42	9
446.	Says he wants to be of genuine service to people	530	110	20	432	128	28	100	0	9
447.	He can usually get people to do what he wants	535	101	20	407	169	28	100	0	9
448.	Says he values technical competence over personal likeableness	345	102	20	225	99	28	144	50	9
449.	Says he likes to play with his kids in the evening	465	79	20	346	130	28	156	50	9
450.	Says he enjoyed the discipline the armed services required of him	390	141	20	275	115	28	150	50	8

TABLE 26. SUMMARY STATISTICS FOR GENERAL SALES (continued)

No.	Item	FAVORABILITY Mean	FAVORABILITY SD	FAVORABILITY N	FREQUENCY Mean	FREQUENCY SD	FREQUENCY N	IMPORTANCE Mean	IMPORTANCE SD	IMPORTANCE N
451.	Came for interview because he heard this company is good to work for	514	97	22	425	136	12	153	50	15
452.	Says he would be willing to relocate for his job	582	83	22	425	153	12	119	39	16
453.	Says he first actively considered changing jobs about a month ago	405	82	22	267	75	12	187	34	15
454.	Says he left his last job because of low pay	382	78	22	392	111	12	153	50	15
455.	Says he's leaving job because the people he works with dislike him	241	58	22	200	91	12	100	0	17
456.	Says he is dissatisfied with the co-workers on his present job	245	66	22	242	64	12	106	24	17
457.	Says he will not work evenings	209	108	22	242	111	12	118	38	17
458.	Says he prefers to work evening hours	355	127	22	225	123	12	147	50	17
459.	Says he gets bored by routine work	382	159	22	433	111	12	129	46	17
460.	Says he likes work which requires considerable attention to detail	436	111	22	250	112	12	118	38	17
461.	Says he does not care about what kind of work he will be doing	273	117	22	217	55	12	112	32	17
462.	Says he would prefer straight salary to a commission only plan	418	123	22	392	171	12	129	46	17
463.	Says he looks to work for his life-satisfactions	495	107	22	325	116	12	133	47	15
464.	Says he likes taking responsibility	582	65	22	458	150	12	113	33	16
465.	Says he likes to plan for himself	541	103	22	483	114	12	119	39	16
466.	Says he fears failure	300	117	22	200	71	12	125	43	16
467.	Says his present failures are due to childhood deprivation	223	85	22	150	50	12	112	32	17
468.	Says he makes decisions only after a great deal of thought	409	90	22	267	118	12	129	46	17
469.	Says he is an active person	559	72	22	458	104	12	153	50	15
470.	Says he is a very patient person	486	106	22	342	126	12	140	49	15
471.	Says he is a very religious person	432	63	22	233	94	12	187	34	15
472.	Says he never attends regular religious services	355	78	22	167	62	12	187	34	15
473.	Says he likes privacy	323	73	22	242	86	12	140	49	15
474.	Says he likes to keep on the go all the time	491	128	22	425	101	12	112	32	17
475.	Says he would rather not take chances or run risks	305	98	22	275	83	12	118	38	17
476.	Says he likes working with people	573	101	22	583	90	12	112	32	17
477.	Says he prefers action to contemplation	500	74	22	375	179	12	112	32	17
478.	Says he thinks he would like making a speech	523	120	22	317	157	12	141	49	17
479.	Says he prefers small, quiet gatherings to large, gay parties	395	71	22	233	85	12	173	44	15
480.	Says he frequently attends football (basketball, baseball, etc.) games	486	87	22	450	126	12	200	0	15

TABLE 26. SUMMARY STATISTICS FOR GENERAL SALES (continued)

No.	Item	FAVORABILITY Mean	SD	N	FREQUENCY Mean	SD	N	IMPORTANCE Mean	SD	N
481.	Says he plays bridge	445	66	22	300	115	12	194	24	16
482.	Says he likes meeting people	600	67	22	592	86	12	112	32	17
483.	Says he dislikes people who are easily led	377	95	22	250	112	12	153	50	17
484.	Says he likes people who talk about themselves	355	116	22	217	80	12	173	44	15
485.	Makes rash remarks in fun to surprise people and see what they say	250	94	22	208	49	12	112	32	17
486.	Says he likes energetic people	536	64	22	408	166	12	144	50	16
487.	Says he is a good mixer	550	58	22	517	114	12	131	46	16
488.	Says he likes to study human nature and wants to understand people	559	94	22	417	134	12	125	43	16
489.	Says he has conflicts with spouse over outside interests	273	86	22	208	49	12	111	31	18
490.	Says he volunteered for the armed services	432	47	22	292	95	12	180	40	15
491.	Maintains self-control when others try to provoke him	623	66	84	439	117	80	100	0	73
492.	Acts as if he is accustomed to having his own way	279	124	84	321	100	80	118	38	72
493.	Easy to talk with	617	61	84	538	75	80	101	12	73
494.	Readily accepts ideas currently in vogue	474	131	84	413	117	80	150	50	72
495.	Can withstand a great deal of pressure	633	60	84	413	113	80	107	25	73
496.	Would break rules if he thought he couldn't get caught	186	82	84	271	100	80	110	29	73
497.	Persistent, does not give up easily	611	93	84	426	123	80	101	12	73
498.	Too pleasant and agreeable	308	116	84	270	94	80	127	45	73
499.	Has unrealistic desires for advancement	252	107	84	318	118	80	114	35	72
500.	Concerned with making a good impression	499	126	84	510	117	80	123	42	70
501.	Poorly informed as to his vocational aptitudes and skills in various jobs	254	79	84	320	119	80	137	48	71
502.	Sensitive to others' needs	576	81	84	386	113	80	111	31	72
503.	Deliberate in his actions and speech	506	113	84	395	111	80	126	44	73
504.	Punctual, careful to be on time	595	92	84	494	114	80	111	31	73
505.	Indecisive—can't make up his mind	194	92	84	281	91	80	105	23	73
506.	Controls his emotions effectively	596	81	84	481	107	80	101	12	73
507.	Fears decisions and tests	194	79	84	286	108	80	108	27	73
508.	Would give in to avoid controversy	289	135	84	310	93	80	112	33	73
509.	Would stick to his guns under pressure	544	124	84	406	115	80	105	23	73
510.	Avoids extreme attitudes and opinions	495	119	84	406	130	80	121	41	72

TABLE 26. SUMMARY STATISTICS FOR GENERAL SALES (continued)

No.	Item	FAVORABILITY Mean	FAVORABILITY SD	FAVORABILITY N	FREQUENCY Mean	FREQUENCY SD	FREQUENCY N	IMPORTANCE Mean	IMPORTANCE SD	IMPORTANCE N
511.	Would avoid trying anything which might be beyond his powers	317	127	23	368	134	19	119	39	21
512.	Will work best with close supervision	204	69	23	347	135	19	114	35	21
513.	Would not lose his composure easily	613	54	23	463	93	19	100	0	21
514.	Would put off doing an assigned task as long as possible	161	49	23	263	81	19	105	21	21
515.	Works mainly for anticipated rewards	383	143	23	505	100	19	145	50	20
516.	Judges himself and others in terms of wealth or material possessions	330	137	23	411	141	19	160	49	20
517.	Makes spur of the moment decisions	291	138	23	311	79	19	140	49	20
518.	Sees the world as predominantly hostile and threatening	209	102	23	189	91	19	115	36	20
519.	Is rational and logical	591	83	23	516	109	19	100	0	20
520.	Thinks with a practical turn of mind	561	87	23	500	79	19	105	22	20
521.	Identifies kindness with weakness	257	77	23	184	67	19	140	49	20
522.	Sees job he is applying for as stepping stone to other vocational goals	513	133	23	484	146	19	125	43	20
523.	Socially bungling—inept in human relationships	152	58	23	184	74	19	105	22	20
524.	Protective of those close to him (family or close friends)	474	94	23	379	115	19	160	49	20
525.	Manifests a critical or fault finding attitude toward others	200	59	23	221	69	19	110	30	20
526.	Worried about failing to get ahead	317	109	23	311	121	19	140	49	20
527.	Severe in his self-criticism	387	133	23	253	88	19	155	50	20
528.	Dogmatic in his thinking, thinks only one way to look at a situation	200	72	23	211	72	19	105	22	20
529.	His posture and gait are proud	543	110	23	363	135	19	150	50	20
530.	Busy, constantly on the go	587	68	23	411	121	19	115	36	20
531.	Has a what's in it for me attitude	278	110	23	332	117	19	115	36	20
532.	Has a pessimistic view of human beings and their potentialities	196	86	23	200	56	19	115	36	20
533.	Has rigid moral attitudes	457	110	23	305	94	19	142	49	19
534.	Lacks confidence	191	83	23	237	81	19	100	0	20
535.	Lacks depth of personality	191	83	23	279	120	19	105	22	20
536.	Seems to be poor leadership material	239	97	23	321	110	19	129	45	21
537.	Seems very knowledgeable culturally	535	96	23	368	113	19	152	50	21
538.	Fears failure	300	132	23	305	154	19	110	29	21
539.	Wants to be admired	461	101	23	474	116	19	138	49	21
540.	Wants financial security	487	115	23	547	119	19	138	49	21

TABLE 26. SUMMARY STATISTICS FOR GENERAL SALES (continued)

No.	Item	FAVORABILITY Mean	FAVORABILITY SD	FAVORABILITY N	FREQUENCY Mean	FREQUENCY SD	FREQUENCY N	IMPORTANCE Mean	IMPORTANCE SD	IMPORTANCE N
541.	Would try to do what others expect	589	102	19	514	94	21	108	27	25
542.	Would take risks when necessary	526	133	19	371	124	21	112	32	25
543.	Would degrade others to enhance his own feelings of worth	137	58	19	233	89	21	112	32	25
544.	Prides himself on his common sense	526	121	19	414	125	21	113	33	24
545.	Lacks feeling of loyalty toward employers, schools, place of residence	142	59	19	200	44	21	104	20	25
546.	Effective—gets things done correctly	663	48	19	471	108	21	100	0	25
547.	Eager to get along with people	637	74	19	524	102	21	104	20	25
548.	Uses people to benefit himself	174	85	19	238	90	21	112	32	25
549.	Thinks clearly	663	48	19	495	95	21	100	0	25
550.	Is a fast worker	626	64	19	424	102	21	108	27	25
551.	Interested in people	663	48	19	548	110	21	100	0	25
552.	Contemptuous of others	137	81	19	214	56	21	104	20	25
553.	Straightforward in his dealings with other people	642	59	19	486	104	21	100	0	25
554.	Afraid that others will perceive him as stupid	232	73	19	233	71	21	116	37	25
555.	Cosmopolitan, at home in many different kinds of places and situations	574	102	19	376	141	21	128	45	25
556.	Evaluates situation in terms of who is in control	437	153	19	324	115	21	116	37	25
557.	Elated, has a happy mood	600	65	19	400	102	21	116	37	25
558.	Frivolous, given to trifling	211	97	19	224	87	21	108	27	25
559.	Has a creative mind	600	97	19	367	139	21	112	32	25
560.	Has a good sense of humor	653	50	19	457	109	21	104	20	25
561.	Has a career first, family second attitude	395	132	19	243	95	21	136	48	25
562.	Knows what kind of job he wants	589	72	19	429	128	21	100	0	25
563.	Took good advantage of educational opportunities	626	91	19	452	110	21	108	27	25
564.	Lacks persistence	195	69	19	248	50	21	104	20	25
565.	Aspires to jobs well beyond his abilities	342	163	19	319	133	21	120	40	25
566.	Seemed preoccupied	158	67	19	214	47	21	108	27	25
567.	Avoids arguments	495	119	19	386	158	21	116	37	25
568.	Feels his life is meaningless	168	65	19	148	59	21	112	32	25
569.	Wants authority	342	187	19	367	178	21	112	32	25
570.	Seeks security	516	109	19	505	125	21	120	40	25

TABLE 26. SUMMARY STATISTICS FOR GENERAL SALES (continued)

No.	Item	FAVORABILITY			FREQUENCY			IMPORTANCE		
		Mean	SD	N	Mean	SD	N	Mean	SD	N
571.	Will accept responsibility for his work	615	57	20	525	74	28	100	0	9
572.	Would willingly put in extra hours for the company	605	67	20	489	114	28	100	0	9
573.	Would push and try to stretch limits to see what he can get away with	225	109	20	268	89	28	111	31	9
574.	Lacks a goal or purpose in life	185	73	20	321	142	28	100	0	9
575.	Does not take important matters seriously enough	245	92	20	286	74	28	100	0	9
576.	Finds it difficult to control his feelings	230	71	20	236	61	28	100	0	9
577.	Tends to act impulsively	220	81	20	282	97	28	100	0	9
578.	Takes moral offenses lightly	260	116	20	254	78	28	122	42	9
579.	Thinks analytically	515	146	20	400	113	28	133	47	9
580.	Pursues momentary satisfactions—demands immediate rewards	295	136	20	354	138	28	111	31	9
581.	Dislikes close supervision	395	143	20	407	146	28	122	42	9
582.	Can delegate authority	535	91	20	336	111	28	122	42	9
583.	Enthusiastic when meeting people for the first time	600	71	20	450	121	28	111	31	9
584.	Critical of others	260	66	20	268	80	28	100	0	9
585.	Spontaneous in dealing with people	565	131	20	436	111	28	100	0	9
586.	Afraid to take a chance	275	77	20	246	91	28	100	0	9
587.	Too quick to agree	280	51	20	289	90	28	111	31	9
588.	Accurate in his work	575	70	20	443	118	28	122	42	9
589.	Easy to suit, easily pleased	365	111	20	350	105	28	144	50	9
590.	Has common sense	600	55	20	507	88	28	100	0	9
591.	Has a fatalistic outlook on life	225	77	20	214	87	28	144	50	9
592.	Has a realistic view of himself	595	50	20	396	105	28	100	0	9
593.	Has extreme views on social issues	265	96	20	239	62	28	133	47	9
594.	Afraid to appear different	335	79	20	307	107	28	133	47	9
595.	Seeks a job well below his level of ability and training	200	71	20	204	82	28	100	0	9
596.	Seemed reluctant to talk about his past	195	80	20	193	59	28	100	0	9
597.	Fears novel situations where the outcome is doubtful	280	98	20	239	94	28	111	31	9
598.	Feels a need to be sure of things	330	138	20	321	101	28	100	0	9
599.	Wants power	325	148	20	350	138	28	122	42	9
600.	Seeks to have fun, enjoys himself, finds a good time	405	116	20	425	130	28	156	50	9

TABLE 26. SUMMARY STATISTICS FOR GENERAL SALES (continued)

No.	Item	FAVORABILITY Mean	SD	N	FREQUENCY Mean	SD	N	IMPORTANCE Mean	SD	N
601.	Would be unlikely to ask for help on his job	291	112	22	300	91	12	124	42	17
602.	Would avoid situations where his performance could be inferior to others	277	79	22	292	104	12	118	38	17
603.	Will be loyal to the company	600	74	22	450	96	12	112	32	17
604.	Values creature-comforts (to eat well, avoid hard work, be luxurious)	236	133	22	333	111	12	120	40	15
605.	Places a high value on intellectual activities	482	98	22	317	90	12	173	44	15
606.	Sets self apart from others	300	121	22	308	104	12	128	45	18
607.	Sees world as dog-eat-dog place, everybody looks out for himself	305	111	22	325	109	12	131	46	16
608.	Places family interests above his own desires	427	135	22	333	75	12	119	39	16
609.	Is easily confused	200	67	22	258	64	12	100	0	18
610.	Considers himself an intellectual	336	126	22	267	75	12	175	43	16
611.	Dislikes work which is highly repetitive	359	150	22	500	115	12	100	0	15
612.	Poor at making small talk	250	78	22	275	109	12	135	48	17
613.	Reserved when meeting people for the first time	305	98	22	333	103	12	147	50	17
614.	Tolerant of others	564	64	22	467	94	12	106	23	18
615.	Considerate of other people in his dealings with them	600	80	22	500	82	12	100	0	18
616.	Conscious of social standing	405	136	22	458	126	12	160	49	15
617.	Socially perceptive, able to sense the feelings of others	618	65	22	425	123	12	100	0	18
618.	Highly motivated	632	92	22	417	140	12	106	23	18
619.	Placid, not easily disturbed or upset	536	111	22	383	121	12	122	42	18
620.	Has a good memory	586	87	22	450	132	12	118	38	17
621.	Has a warm personality	627	62	22	417	121	12	112	32	17
622.	Has an easy come, easy go attitude toward money	286	101	22	283	90	12	129	46	17
623.	Has broad knowledge, is well rounded intellectually	573	91	22	350	132	12	138	48	16
624.	Lacks drive	159	65	22	283	107	12	111	31	18
625.	Is setting his aim too low	282	94	22	275	83	12	125	43	16
626.	Seemed to consider this as just one of a long line of interviews	195	82	22	342	132	12	111	31	18
627.	Feels he's special and entitled to privileges or special consideration	209	85	22	317	99	12	106	23	18
628.	Applause-seeker, demands attention	241	111	22	292	64	12	133	47	18
629.	Wants to get ahead, to win	591	79	22	400	135	12	100	0	18
630.	Is a good organizer	614	62	22	333	103	12	122	42	18

TABLE 26. SUMMARY STATISTICS FOR GENERAL SALES (continued)

No.	Item	FAVORABILITY Mean	FAVORABILITY SD	FAVORABILITY N	FREQUENCY Mean	FREQUENCY SD	FREQUENCY N	IMPORTANCE Mean	IMPORTANCE SD	IMPORTANCE N
631.	Cooperative	601	81	84	530	90	80	104	20	73
632.	Controlled	552	114	84	483	109	80	104	20	73
633.	Fussy	305	126	84	259	82	80	128	45	72
634.	Lazy	131	51	84	229	82	80	103	16	73
635.	Patient	562	90	84	427	116	80	114	35	72
636.	Apologetic	315	112	84	301	102	80	122	42	72
637.	Frank	519	102	84	450	111	80	114	34	73
638.	Compulsive	315	110	84	309	95	80	118	38	73
639.	Independent	505	125	84	427	118	80	118	38	73
640.	Nosey	285	128	84	255	85	80	126	44	69
641.	Aggressive	565	109	84	439	122	80	104	20	71
642.	Meticulous	499	115	84	353	112	80	140	49	70
643.	Open minded	590	77	84	445	99	80	104	20	70
644.	Dependable	636	68	84	494	99	80	101	12	71
645.	Shy	233	81	84	224	69	80	119	39	70
646.	Arrogant	171	82	84	238	86	80	108	28	71
647.	Immature	168	68	84	274	88	80	108	28	71
648.	Cheerful	595	71	84	500	89	80	114	35	71
649.	Trustworthy	638	63	84	490	99	80	103	17	71
650.	Aloof	231	90	84	239	68	80	117	38	70
651.	Realistic	565	87	23	447	114	19	110	30	20
652.	Self-righteous	335	100	23	274	112	19	140	49	20
653.	Possessive	326	99	23	316	135	19	180	40	20
654.	Cautious	365	105	23	326	96	19	140	49	20
655.	Insecure	230	69	23	232	98	19	115	36	20
656.	Thrifty	487	85	23	316	109	19	165	48	20
657.	Careless	200	78	23	216	67	19	115	36	20
658.	Timid	187	80	23	205	69	19	110	30	20
659.	Submissive	222	93	23	232	108	19	120	40	20
660.	Adventurous	539	92	23	353	131	19	125	43	20

TABLE 26. SUMMARY STATISTICS FOR GENERAL SALES (continued)

No.	Item	FAVORABILITY Mean	FAVORABILITY SD	FAVORABILITY N	FREQUENCY Mean	FREQUENCY SD	FREQUENCY N	IMPORTANCE Mean	IMPORTANCE SD	IMPORTANCE N
661.	Narrow minded	213	74	23	221	61	19	110	30	20
662.	Thoughtful	570	91	23	437	104	19	140	49	20
663.	Hasty	300	83	23	337	98	19	125	43	20
664.	Dignified	539	101	23	337	127	19	135	48	20
665.	Sophisticated	526	111	23	326	129	19	145	50	20
666.	Bigoted	200	98	23	189	55	19	115	36	20
667.	Snobbish	187	61	23	195	76	19	120	40	20
668.	Dramatic, affected and theatrical	291	147	23	195	51	19	115	36	20
669.	A leader	617	87	23	337	113	19	130	46	20
670.	Thick skinned	548	128	23	347	99	19	115	36	20
671.	Self-sufficient	616	59	19	481	105	21	108	27	25
672.	Conscientious	663	48	19	500	87	21	100	0	25
673.	Petty	174	64	19	219	73	21	112	32	25
674.	Sociable	595	76	19	514	83	21	116	37	25
675.	Fickle	195	83	19	214	77	21	132	47	25
676.	Helpful	632	65	19	471	103	21	100	0	25
677.	Self-centered	195	76	19	281	91	21	116	37	25
678.	Outgoing	626	71	19	471	108	21	104	20	25
679.	Irritable	137	48	19	210	81	21	108	27	25
680.	Serious	516	109	19	429	124	21	112	32	25
681.	Sarcastic	126	44	19	186	56	21	104	20	25
682.	Mystical	226	107	19	176	68	21	135	48	23
683.	Enthusiastic	637	67	19	510	97	21	100	0	25
684.	Suggestible	474	180	19	319	137	21	112	32	25
685.	Masculine	358	166	19	262	176	21	132	47	25
686.	Depressed	153	60	19	181	59	21	108	27	25
687.	Grateful, appreciative	558	82	19	457	95	21	128	45	25
688.	A playboy	216	109	19	210	123	21	132	47	25
689.	A conformist	411	125	19	310	111	21	125	43	24
690.	A showoff	174	78	19	224	75	21	116	37	25

TABLE 26. SUMMARY STATISTICS FOR GENERAL SALES (continued)

No. Item	FAVORABILITY			FREQUENCY			IMPORTANCE		
	Mean	SD	N	Mean	SD	N	Mean	SD	N
691. Personable	620	60	20	525	106	28	100	0	9
692. Kind	535	79	20	461	98	28	133	47	9
693. Subdued	325	77	20	243	68	28	111	31	9
694. Nervous	240	73	20	282	104	28	122	42	9
695. Friendly	585	57	20	532	117	28	100	0	9
696. Quiet	305	107	20	257	86	28	133	47	9
697. Responsible	620	60	20	493	116	28	100	0	9
698. Pessimistic	210	54	20	221	62	28	111	31	9
699. Stable	575	54	20	464	126	28	100	0	9
700. Eccentric	240	128	20	214	79	28	111	31	9
701. Objective	595	59	20	418	100	28	122	42	9
702. Tough	415	139	20	329	99	28	122	42	9
703. Proud	470	84	20	454	91	28	122	42	9
704. Ambitious	625	62	20	539	111	28	100	0	9
705. Effeminate	185	91	20	200	113	28	100	0	9
706. Energetic	620	40	20	486	112	28	100	0	9
707. Genial, friendly and warm	620	60	20	525	74	28	100	0	9
708. A hypochondriac	200	71	20	179	62	28	111	31	9
709. A jack of all trades	420	121	20	304	105	28	133	47	9
710. A mixer	585	57	20	496	109	28	133	47	9
711. Optimistic	577	60	22	475	83	12	125	43	16
712. Gloomy	205	77	22	225	60	12	124	42	17
713. Anxious	418	98	22	400	135	12	140	49	15
714. Generous	482	65	22	350	65	12	157	49	14
715. Loyal	605	77	22	408	104	12	113	34	15
716. Courteous	614	69	22	500	71	12	106	24	17
717. Overbearing	191	79	22	292	86	12	112	32	17
718. Easygoing	423	90	22	358	76	12	133	47	15
719. Intellectually mature	573	86	22	375	130	12	112	32	17
720. Stubborn	277	108	22	250	50	12	135	48	17

TABLE 26. SUMMARY STATISTICS FOR GENERAL SALES (continued)

No. Item	FAVORABILITY			FREQUENCY			IMPORTANCE		
	Mean	SD	N	Mean	SD	N	Mean	SD	N
721. Defensive	245	72	22	292	76	12	122	42	18
722. Jovial	532	87	22	375	130	12	135	48	17
723. Self-confident	605	71	22	450	104	12	106	23	18
724. Enterprising	600	67	22	442	86	12	117	37	18
725. Self-conscious	300	95	22	325	92	12	141	49	17
726. Even-tempered	545	89	22	483	99	12	112	32	17
727. Businesslike, efficient, and practical	609	90	22	425	116	12	111	31	18
728. A family man	555	84	22	442	95	12	138	48	16
729. A gossip	191	73	22	242	49	12	131	46	16
730. A take-charge guy	550	131	22	358	104	12	118	38	17

The deciles of the distributions of mean ratings of favorability, frequency, and importance are presented in Table 27 as an aid for interpreting the statistics shown in Table 26.

Table 27

Deciles for the distribution of mean ratings of favorability, frequency, and importance in the Sales Job in General.

Deciles	Favorability	Frequency	Importance
10	6.6	6.1	2.0
9	5.9	4.8	1.7
8	5.5	4.3	1.5
7	5.0	3.7	1.4
6	4.5	3.3	1.3
5	4.0	2.9	1.2
4	3.4	2.6	
3	2.9	2.3	1.1
2	2.5	2.1	
1	2.0	1.8	1.0
Lowest mean	1.3	1.1	1.0

The *Checklist for Sales Jobs in General* is reported in Table 28. Thirty items have favorabilities from 4.45 to 6.05 and frequencies from 2.95 to 5.05. The other 30 items have favorabilities ranging from 1.95 to 3.55 and frequencies between 1.95 and 3.55. All 60 items have importance ratings falling between 1.00 and 1.25.

Table 28

The Checklist for Sales Jobs in General

Instructions

At the conclusion of the interview, describe the interviewee by checking the items which best apply to him. Cross off any items you were not able to observe. Describe the applicant as accurately as possible, so check the items which apply, regardless of whether they are favorable or unfavorable.

Sales in General

Check the items that apply

	Item Number
______Was active in many groups in high school.	4
______Smiled frequently.	24
______Kept the conversation going.	22
______Scored high on all screening tests.	19
______Had a "B" average in college.	124
______Worked his way through college—earned all his expenses.	6

Check the items that apply

______Has been on present job six months or less.	16
______Asked same question over, or asked question already answered.	61
______Has worked in many different occupations.	255
______Interrupted you while you were speaking.	79
______Is over-qualified for the job he's being interviewed for.	204
______Slouched in chair.	85

Sales in General

	Item Number
Check the items that apply	
_____Voice carries well.	206
_____Spoke forcefully.	205
_____Speech was concise.	209
_____Pressed for details about the job.	216
_____Has no outstanding debts.	252
_____Held one job for past 4 years.	259
Check the items that apply	
_____Is having family problems.	241
_____Talked too fast.	138
_____Frequently used slang.	27
_____Appeared ill-at-ease during the entire interview.	26
_____Misspelled words on the application form.	130
_____Gave an evasive and vague answer when asked why he left his last job.	286
Check the items that apply	
_____Says he makes friends easily.	406
_____Says he drives himself steadily (doesn't work by fits and starts).	380
_____Says he likes taking responsibility.	464
_____Says he would be willing to relocate for his job.	452
_____Says he likes to take the lead in group activities.	438
_____Says he can carry out plans assigned by other people.	425
Check the items that apply	
_____Says he is very independent.	390
_____Says he would rather not take chances or run risks.	475
_____Says he dislikes criticism.	349
_____Says he has conflicts with spouse over outside interests.	489
_____Says he does not care about what kind of work he will be doing.	461
_____Says he is dissatisfied with the co-workers on his present job.	456
Check the 3 items that apply best	
_____Punctual, careful to be on time.	504
_____Has a good memory.	620
_____Knows what kind of job he wants.	562
_____Wants to get ahead, to win.	629
_____Sensitive to others' needs.	502
_____Thinks with a practical turn of mind.	520
Check the 3 items that apply best	
_____Does not take important matters seriously enough.	575
_____Values creature-comforts (to eat well, avoid hard work, be luxurious).	604
_____Would push and try to stretch limits to see what he can get away with.	573
_____Feels he's special and entitled to privileges or special consideration.	627
_____Manifests a critical or fault finding attitude towards others.	525
_____Seeks a job well below his level of ability and training.	595
Check the 3 items that apply best	
_____Realistic.	651
_____Aggressive.	641
_____Patient.	635
_____Even-tempered.	726
_____Thick-skinned.	670
_____Frank.	637

Check the 3 items that apply best

______Defensive.	721
______Nervous.	694
______Aloof.	650
______Submissive.	659
______Narrow-minded.	661
______Careless.	657

Chapter 10

Blue Collar Jobs Item Statistics

The blue collar job category includes these job titles: Unskilled laborers, janitors, factory helpers, assemblers, machine operators, telephone installers, carpenters, electricians, other skilled trades, and other blue collar jobs. Sample sizes were not large enough for any particular blue collar job to warrant analysis, so all these jobs were pooled in one category. We did not plan to seek information on blue collar jobs, but we received 410 questionnaires completed in the contexts of blue collar jobs. Summary statistics compiled from those 410 questionnaires are presented in this chapter for the benefit of those who have specific interest in the interview as a selection device for blue collar positions.

Some characteristics of the respondents for blue collar jobs are shown in Table 29.

Table 29

Some characteristics of the 410 respondents who completed questionnaires in the job context of Blue Collar Worker.

	Number	Percent
Characteristic		
Male	355	87
Female	55	13
Job Title		
Interviewer, 25% time or less	10	2
Interviewer, 26% time or more	106	26
Assistant, 25% time or less	34	8
Assistant 26% time or more	27	7
Manager of division in Personnel	77	19
Executive of personnel department	89	22
Other positions in Personnel	30	7
Supervisor of ____________, not in Personnel	8	2
Manager of ____________, not in Personnel	20	5
Other positions not in Personnel dept.	9	2
Type of Organization		
Bank & Trust Companies	3	1
Government Offices	7	2
Insurance Companies	0	0
Industrial Manufacturing	202	50
Consumer goods manufacturing	39	10
Oil companies	11	3
Research Organizations	3	1
Service/Sales	51	12
Telephone Companies	93	23
Others (including schools)	1	1
Respondent's Education		
No answer	7	2
Elementary (grades 1-8)	1	1
Some Secondary (grades 9-11)	13	3
Completed Secondary (grade 12)	87	21
Some College	95	23

Undergraduate degree (B.S. or B.A.)	153	37
Some graduate work	24	6
M.A. degree	29	7
Work beyond M.A.	1	1
Ph.D. degree		
Estimated number of interviews in last year		
Under 50	35	9
50-99	27	7
100-199	48	12
200-299	38	9
300-399	34	8
400-599	32	8
600-799	14	3
800-999	20	5
1000-1999	89	22
2000 or more	73	18
Do you use an interview guide?		
No	257	63
Yes	111	27
No answer	42	10
Have you ever held this position (Blue Collar Worker)?		
No	235	57
Yes	155	38
No answer	20	5
What opportunities for interviewing training have you had?		
No special opportunities, just practical experience	108	26
On-the-job training	314	77
Workshops & seminars	229	56
Formal courses	173	42

The respondents were asked to estimate the average length of their interviews with blue collar job applicants. The median estimated length was 20 minutes, with a range from 5 minutes to 3-4 hours.

The respondents also estimated the proportion of blue collar job applicants who are hired by their organizations. The median estimate was 10% hired, and the first quartile was 5% while the third quartile was 30%.

The median reported years of interviewing experience was 7 years, with a range from 9-12 months to 30 years.

The respondents' median age was 38, with the range extending from 24 to 64.

Summary statistics on favorability, frequency, and importance ratings of items in blue collar jobs are presented in Table 30. Table 30's format is the same as Table 6 in Chapter 4.

Table 30

Summary statistics for the Blue Collar category.

TABLE 30. SUMMARY STATISTICS FOR BLUE COLLAR

No.	Item	FAVORABILITY Mean	SD	N	FREQUENCY Mean	SD	N	IMPORTANCE Mean	SD	N
1.	Grew up in a large city	404	81	95	333	144	168	184	37	145
2.	Grew up in a predominantly rural or farming area	453	97	95	377	146	168	171	45	146
3.	Has traveled extensively	357	118	95	233	81	168	172	45	145
4.	Was active in many groups in high school	[illegible]	118	95	277	85	168	156	50	144
5.	Had no outside activities in college	356	84	95	268	180	168	181	40	139
6.	Worked his way through college—earned all his expenses	515	131	95	208	135	168	149	50	144
7.	Was drafted into the service	459	109	95	384	136	168	172	45	145
8.	Has been married two years	521	94	95	420	141	168	151	50	146
9.	Just moved to this community	341	104	95	270	99	168	139	49	147
10.	Is currently using vacation time to seek a new job	468	111	95	201	68	168	145	50	147
11.	Made good use of his chances for advancement	574	109	95	304	109	168	113	34	147
12.	Has held jobs involving supervisory responsibilities	455	167	95	207	67	168	132	47	145
13.	Has been employed by a competing firm	489	107	95	251	128	168	136	48	146
14.	Is currently receiving unemployment compensation	303	102	95	210	86	168	141	49	148
15.	Has a record of special achievement and outstanding reward in his work	580	103	95	215	95	168	111	31	146
16.	Has been on present job six months or less	308	94	95	327	119	168	118	39	147
17.	Has held a great many jobs, each for a short time	149	68	95	286	114	168	103	18	148
18.	Asked how much his pay would be	437	112	95	446	172	168	150	50	147
19.	Scored high on all screening tests	560	112	95	324	139	168	116	37	142
20.	Didn't say much—limited his answers to simple yes and no replies	260	94	95	312	122	168	125	43	145
21.	Looked down and/or away while talking or listening	238	92	95	267	97	168	124	43	145
22.	Kept the conversation going	515	78	95	318	122	168	138	49	145
23.	His self-expression is natural and spontaneous	587	74	95	357	125	168	124	43	144
24.	Smiled frequently	533	100	95	361	115	168	147	50	146
25.	Expressed his ideas well	607	67	95	338	108	168	116	36	146
26.	Appeared ill-at-ease during the entire interview	266	92	95	271	110	168	126	44	146
27.	Frequently used slang	276	112	95	303	136	168	151	50	144
28.	Frequently adjusted his position in the chair when talking to you	309	93	95	284	99	168	160	49	144
29.	Was appropriately dressed	588	68	95	486	132	168	114	35	147
30.	Was sloppily dressed	196	84	95	264	108	168	112	32	146

TABLE 30. SUMMARY STATISTICS FOR BLUE COLLAR (continued)

No.	Item	FAVORABILITY			FREQUENCY			IMPORTANCE		
		Mean	SD	N	Mean	SD	N	Mean	SD	N
31.	Is single	342	64	12	338	115	37	168	46	38
32.	Is separated from spouse	292	76	12	235	67	37	141	49	39
33.	Has been married ten years	575	60	12	284	100	37	146	50	39
34.	Got married while attending college	433	62	12	170	83	37	192	27	38
35.	Spouse is a high school graduate	417	37	12	405	139	37	190	30	39
36.	Has lived in the community for two years	500	71	12	468	114	37	146	50	39
37.	Comes from a lower class family	417	37	12	405	104	37	192	27	39
38.	Plans to use public transportation to work and lives a long way off	225	72	12	184	97	37	118	38	39
39.	Does not own a car	308	95	12	224	100	37	126	44	39
40.	Owns his home	558	49	12	316	124	37	163	48	38
41.	Lives in an upper class neighborhood	383	37	12	195	101	37	187	33	39
42.	Presently active in no outside civic groups (fraternal, political, etc.)	392	28	12	462	153	37	192	27	39
43.	Is in heavy debt	175	72	12	308	102	37	113	34	38
44.	Has a savings account	533	47	12	308	102	37	168	46	38
45.	Has never had a permanent job before (just part time ones)	317	80	12	265	119	37	131	46	39
46.	Has never supervised others' work	392	49	12	497	168	37	192	27	39
47.	Has received many large raises on previous jobs	450	150	12	197	43	37	146	50	39
48.	Has collected unemployment compensation once in his lifetime	408	64	12	392	150	37	172	45	39
49.	Has been on his present job three years	567	47	12	276	112	37	115	36	39
50.	Held three or more jobs in the past four years	267	85	12	354	122	37	115	36	39
51.	Served as an officer in armed forces	475	136	12	146	50	37	159	49	39
52.	Had an "A" average in high school	525	116	12	165	62	37	154	50	39
53.	Graduated from a vocational skills program in high school	542	132	12	308	134	37	121	40	39
54.	Had a "C" average in college	392	64	12	189	103	37	178	41	37
55.	Attended a college which has an excellent scholastic reputation	442	111	12	154	72	37	171	45	38
56.	Has had some college	458	104	12	211	61	37	141	49	39
57.	Is a college graduate	283	215	12	141	59	37	159	49	39
58.	Earned about ¼ of his expenses while at school	517	55	12	243	110	37	145	50	38
59.	Has average intelligence	533	94	12	481	116	37	118	38	39
60.	Made grammatical errors on the application form	292	49	12	435	128	37	164	48	39

TABLE 30. SUMMARY STATISTICS FOR BLUE COLLAR (continued)

No.	Item	FAVORABILITY			FREQUENCY			IMPORTANCE		
		Mean	SD	N	Mean	SD	N	Mean	SD	N
61.	Asked same question over, or asked question already answered	325	60	12	278	90	37	141	49	39
62.	Gave long, drawn out answers	300	91	12	249	72	37	149	50	39
63.	Forgot what he was talking about	[illegible]	76	12	203	75	37	123	42	39
64.	Intends to make a career with the company	575	83	12	362	132	37	113	33	39
65.	Mumbled	275	72	12	262	110	37	128	45	39
66.	Spoke loudly	342	64	12	243	72	37	151	50	39
67.	Has a deep voice	400	0	12	273	89	37	192	27	39
68.	Spoke at a normal speed	483	69	12	508	105	37	159	49	39
69.	Talked too slowly	333	62	12	262	88	37	159	49	39
70.	Diction was precise	483	80	12	308	97	37	179	40	39
71.	Spoke melodiously	392	28	12	200	57	37	185	36	39
72.	Frequently slurred words	342	49	12	286	114	37	162	49	39
73.	Paused before answering questions—appeared to be thinking out answer	525	72	12	359	113	37	136	48	39
74.	Uses dramatic and intense words to describe everyday activities	325	43	12	178	53	37	164	48	39
75.	Asked about retirement benefits	533	85	12	278	147	37	136	48	39
76.	Asked to meet his potential supervisor	508	95	12	195	106	37	134	47	38
77.	Asked about company training programs	558	86	12	278	147	37	128	45	39
78.	Gave vague, general answers to most questions	242	64	12	324	122	37	115	36	39
79.	Interrupted you while you were speaking	283	99	12	238	82	37	133	47	39
80.	Frowns frequently	292	76	12	243	72	37	172	45	39
81.	Frequently runs fingers through hair	333	62	12	197	59	37	159	49	39
82.	Chewed nails during the interview	233	85	12	157	55	37	137	48	38
83.	Has firm handshake	533	75	12	373	137	37	133	47	39
84.	Crossed and uncrossed legs often	358	64	12	262	102	37	174	44	39
85.	Slouched in chair	267	62	12	284	135	37	128	45	39
86.	Appeared edgy and nervous throughout the entire interview	308	49	12	303	103	37	133	47	39
87.	Smokes	400	0	12	441	115	37	192	27	39
88.	Was well groomed	575	60	12	395	129	37	121	40	39
89.	Has a large nose	400	0	12	224	75	37	197	16	38
90.	Has a medium build	417	55	12	449	83	37	169	46	39

TABLE 30. SUMMARY STATISTICS FOR BLUE COLLAR (continued)

No.	Item	FAVORABILITY			FREQUENCY			IMPORTANCE		
		Mean	SD	N	Mean	SD	N	Mean	SD	N
91.	Has a good complexion	442	76	12	454	118	37	179	40	39
92.	Has bad breath	300	91	12	214	58	37	159	49	39
93.	Bald	400	0	12	203	72	37	200	0	38
94.	Needs a shave	200	82	12	224	97	37	118	39	38
95.	Is about 5 feet 6 inches tall	383	37	12	319	123	37	171	45	38
96.	Is about 6 feet 6 inches tall	358	95	12	168	52	37	158	49	38
97.	Markedly underweight	250	104	12	205	46	37	115	36	39
98.	Weighs about 175 lbs.	458	86	12	397	120	37	159	49	39
99.	Is about 19 years old	300	91	12	322	140	37	141	49	39
100.	Is about 35 years old	458	104	12	305	106	37	147	50	38
101.	Is engaged to be married	464	75	36	256	69	43	172	45	47
102.	Is divorced	347	80	36	247	66	43	155	50	47
103.	Has been married five years	508	104	36	305	91	43	166	47	47
104.	Has no children	417	65	36	316	101	43	189	31	47
105.	Spouse is a college graduate	381	99	36	179	70	43	179	41	47
106.	Has lived in the community all his life	533	97	36	365	134	43	153	50	47
107.	Comes from a well-to-do family	397	76	36	223	80	43	179	41	47
108.	Plans to ride in a car pool	314	111	36	221	111	43	153	50	47
109.	Owns a car	558	95	36	549	119	43	121	41	47
110.	Rents a house	425	60	36	433	120	43	181	39	47
111.	Recently purchased a new home	519	88	36	244	90	43	147	50	47
112.	Is presently active in one outside group (civic, fraternal, political)	553	80	36	247	97	43	138	48	45
113.	Has a poor credit rating	172	69	36	223	98	43	109	28	47
114.	Has no savings account, spends what he earns	283	109	36	312	133	43	162	49	47
115.	Has changed jobs many times	147	64	36	309	103	43	100	0	47
116.	Previous employer gave him a good reference	597	73	36	502	109	43	104	20	47
117.	Has increased his monthly pay through one of his last job changes	478	97	36	381	126	43	123	42	47
118.	Is currently employed and is looking for a new job	461	92	36	356	117	43	134	47	47
119.	Is currently employed and is looking for an additional (part time) job	217	121	36	188	69	43	119	39	47
120.	Has served in the armed services	558	98	36	477	110	43	128	45	47

TABLE 30. SUMMARY STATISTICS FOR BLUE COLLAR (continued)

No.	Item	FAVORABILITY			FREQUENCY			IMPORTANCE		
		Mean	SD	N	Mean	SD	N	Mean	SD	N
121.	Had a "D" average in high school	233	111	36	247	102	43	124	43	46
122.	Had no outside activities in high school	308	101	36	295	141	43	153	50	47
123.	Is a high school graduate—no college	497	109	36	479	134	43	140	49	47
124.	Had a "B" average in college	539	150	36	202	90	43	140	49	45
125.	Was active in several groups while attending college	531	137	36	200	91	43	136	48	45
126.	Has had one year of college	514	116	36	281	92	43	151	50	47
127.	Has a Master's degree	189	163	36	128	58	43	138	48	45
128.	Earned half of his school expenses	519	88	36	277	133	43	150	50	46
129.	Takes shorthand	322	131	36	133	47	43	194	24	47
130.	Misspelled words on the application form	233	94	36	342	108	43	123	42	47
131.	Drew from a large vocabulary when speaking	447	146	36	223	80	43	130	46	47
132.	Was to-the-point, gave short answers	414	129	36	316	122	43	126	44	47
133.	Lost his train of thought while talking	225	83	36	191	71	43	113	33	47
134.	Has a police record	194	97	36	219	54	43	102	14	47
135.	Has an accent	361	72	36	228	79	43	160	49	47
136.	Spoke too softly—was hard to hear	261	79	36	212	44	43	119	39	47
137.	Has a high pitched voice	269	88	36	181	44	43	162	49	47
138.	Talked too fast	256	83	36	195	48	43	138	49	47
139.	Is articulate	494	125	36	286	111	43	130	46	47
140.	Drawled	336	85	36	230	85	43	162	49	47
141.	Spoke in a monotone	256	76	36	212	54	43	143	49	47
142.	Voice seemed strained	272	65	36	209	74	43	136	48	47
143.	Used impersonal, unemotional language in talking about himself	308	106	36	284	136	43	146	50	46
144.	Cursed—used profanity	142	72	36	167	60	43	104	20	47
145.	Asked about his potential co-workers	417	130	36	200	101	43	132	47	47
146.	Asked about fringe benefits	492	104	36	356	135	43	140	49	47
147.	Asked questions about the job duties of the position he is seeking	581	74	36	414	149	43	102	14	47
148.	Gave curved answers to straight questions	211	91	36	240	58	43	104	20	47
149.	Blushed often during the interview	314	89	36	172	54	43	157	49	47
150.	Chewed gum	194	94	36	193	45	43	128	45	47

TABLE 30. SUMMARY STATISTICS FOR BLUE COLLAR (continued)

No. Item	FAVORABILITY			FREQUENCY			IMPORTANCE		
	Mean	SD	N	Mean	SD	N	Mean	SD	N
151. Rubbed hand over mouth often	253	80	36	205	53	43	145	50	47
152. Looked you in the eye	594	74	36	442	121	43	111	31	47
153. Has an expressive face	550	80	36	377	105	43	143	49	47
154. Placed elbow on desk	292	98	36	230	79	43	145	50	47
155. Gripped armrests tightly or ran hands along them nervously	258	95	36	212	58	43	128	45	47
156. Appeared calm and relaxed throughout the entire interview	578	79	36	409	122	43	123	42	47
157. Smoked a lot	283	90	36	233	88	43	139	49	46
158. Wears rings—other than a wedding band	381	66	36	251	85	43	187	33	47
159. Is physically handicapped	236	108	36	198	40	43	106	24	47
160. Has buck teeth	353	73	36	181	49	43	185	36	47
161. Wears white socks with a dark suit	319	84	36	193	70	43	179	41	47
162. Has a poor complexion	292	72	36	242	54	43	157	49	47
163. Has chewed fingernails	269	99	36	226	65	43	150	50	46
164. Has dandruff	308	83	36	230	73	43	172	45	47
165. Is less than 5 feet tall	197	121	36	160	72	43	119	39	47
166. Is about 5 feet 9 inches tall	525	101	36	430	117	43	157	50	46
167. Weighs about 100 lbs.	186	116	36	158	81	43	119	39	47
168. Weighs about 200 lbs.	394	158	36	286	82	43	140	49	47
169. Is 21 years old	475	98	36	381	122	43	166	47	47
170. Is about 40 years old	311	152	36	270	88	43	143	49	47
171. Is married	547	78	17	496	121	45	147	50	32
172. Has been divorced and is now married	371	75	17	229	62	45	169	46	32
173. Just married	471	107	17	231	63	45	159	49	32
174. Has two dependent children	541	97	17	367	121	45	144	50	32
175. Spouse works full time	394	126	17	302	106	45	159	49	32
176. Comes from a small family	394	42	17	322	63	45	200	0	32
177. Has lived in many areas of the country	312	68	17	233	84	45	144	50	32
178. Has dependable transportation available for getting to work	576	81	17	593	71	45	113	33	32
179. Has two cars	482	125	17	264	112	45	175	43	32
180. Lives close to work	541	103	17	396	138	45	159	49	32

TABLE 30. SUMMARY STATISTICS FOR BLUE COLLAR (continued)

No.	Item	FAVORABILITY			FREQUENCY			IMPORTANCE		
		Mean	SD	N	Mean	SD	N	Mean	SD	N
181.	Lives in a lower class neighborhood	382	38	17	284	115	45	185	36	33
182.	Presently active in an outside group (civic, fraternal, political, etc.)	500	77	17	251	75	45	167	47	33
183.	Has a good credit rating	600	59	17	491	113	45	121	41	33
184.	Is now a teacher	341	133	17	160	61	45	172	45	32
185.	Has been employed in a wide variety of positions	271	82	17	273	118	45	121	41	33
186.	Most recent employer gave him a bad reference	200	77	17	202	61	45	103	17	33
187.	Has taken a pay cut on one of his last jobs	318	86	17	220	88	45	133	47	33
188.	Is currently unemployed and worked for past employer less than one year	241	69	17	269	109	45	112	33	33
189.	Has been on present job one year	412	68	17	353	131	45	133	47	33
190.	Discharged from the service as a private—no promotions	329	96	17	242	111	45	145	50	33
191.	Had a "C" average in high school	406	106	17	409	107	45	173	45	33
192.	Was president of senior class in high school	453	154	17	147	81	45	161	49	33
193.	Worked while in high school	565	59	17	371	107	45	136	48	33
194.	Had an "A" average in college	288	203	17	122	66	45	161	49	33
195.	Is attending evening classes	524	100	17	238	80	45	121	41	33
196.	Has had two years of college	465	123	17	204	82	45	142	49	33
197.	Has a Ph.D. degree	182	154	17	107	44	45	152	50	33
198.	Earned 75 percent of his expenses while at school	559	84	17	200	92	45	136	48	33
199.	Knows how to type	482	86	17	209	72	45	191	29	33
200.	Followed directions when filling out application form	594	80	17	509	126	45	106	24	33
201.	Used many big words	335	68	17	193	57	45	161	49	33
202.	Explains things in unnecessary detail	312	47	17	244	72	45	139	49	33
203.	Asked clear questions, it is easy to tell what he wants to know	612	58	17	411	142	45	115	36	33
204.	Is over-qualified for the job he's being interviewed for	265	137	17	249	100	45	103	17	33
205.	Spoke forcefully	465	97	17	278	87	45	155	50	33
206.	Voice carries well	506	87	17	427	122	45	179	41	33
207.	Voice had normal pitch	488	96	17	500	105	45	167	47	33
208.	Spoke with a slow, steady pace	429	89	17	331	101	45	179	41	33
209.	Speech was concise	488	102	17	362	118	45	158	49	33
210.	Stuttered	265	76	17	173	53	45	158	49	33

TABLE 30. SUMMARY STATISTICS FOR BLUE COLLAR (continued)

No. Item	FAVORABILITY			FREQUENCY			IMPORTANCE		
	Mean	SD	N	Mean	SD	N	Mean	SD	N
211. Talked out of the side of his mouth	335	59	17	178	51	45	173	45	33
212. Cleared his throat several times	359	60	17	224	74	45	182	39	33
213. Uses phrases like—do you understand, know what I mean, is that clear	276	81	17	258	102	45	173	45	33
214. Asked about promotion possibilities	559	69	17	378	126	45	133	47	33
215. Asked about working conditions	541	91	17	367	148	45	133	47	33
216. Pressed for details about the job	535	97	17	318	116	45	136	48	33
217. Applicant has a rapid tempo—responds, speaks, and moves at a fast rate	465	108	17	256	91	45	130	46	33
218. Laughed a lot	376	94	17	229	69	45	167	47	33
219. Kept his mouth open when not talking	312	68	17	191	46	45	164	48	33
220. Blinks a lot	300	59	17	202	61	45	148	50	33
221. Sat with hands behind head	241	77	17	131	51	45	124	43	33
222. Used his hands while talking (gesture)	418	104	17	302	104	45	185	36	33
223. Awkward, bodily postures and movements lack grace and ease	300	59	17	244	86	45	148	50	33
224. Sat rigidly upright in chair	353	61	17	242	95	45	167	47	33
225. Tapped foot nervously	318	62	17	173	68	45	142	49	33
226. Smokes while talking to you	335	84	17	340	127	45	185	36	33
227. Listened attentively	576	64	17	538	97	45	124	43	33
228. Flamboyant in personal attire	282	71	17	220	58	45	136	48	33
229. Medical records and his appearance indicate he is in excellent health	624	73	17	524	110	45	103	17	33
230. Has a crew cut	453	85	17	269	75	45	197	17	33
231. Was over dressed	324	64	17	207	80	45	155	50	33
232. There was lint on his clothes	353	50	17	222	92	45	179	41	33
233. Has long hair	306	116	17	253	93	45	139	49	33
234. Wears a beard	259	109	17	173	57	45	130	46	33
235. Is about 5 feet tall	265	113	17	187	105	45	164	48	33
236. Is about 6 feet tall	476	88	17	407	125	45	179	41	33
237. Weighs about 125 lbs.	276	121	17	222	107	45	155	50	33
238. Weighs about 225 lbs.	365	128	17	231	69	45	148	50	33
239. Is about 25 years old	500	84	17	389	114	45	179	41	33
240. Is about 45 years old	282	98	17	258	102	45	161	49	33

TABLE 30. SUMMARY STATISTICS FOR BLUE COLLAR (continued)

No.	Item	FAVORABILITY			FREQUENCY			IMPORTANCE		
		Mean	SD	N	Mean	SD	N	Mean	SD	N
241.	Is having family problems	223	96	30	247	76	43	121	41	28
242.	Is widowed	410	54	30	186	46	43	185	36	26
243.	Got married while attending high school	373	68	30	258	135	43	173	44	26
244.	Has six dependent children	437	140	30	200	65	43	163	48	27
245.	Spouse is a teacher	397	95	30	172	50	43	185	36	26
246.	Comes from a middle class family	437	102	30	372	137	43	192	27	25
247.	Comes from a broken home	360	84	30	251	79	43	188	32	25
248.	Lives in the suburbs	400	63	30	300	106	43	188	32	25
249.	Is now renting an apartment	413	50	30	372	123	43	185	36	27
250.	Lives in a middle class neighborhood	420	54	30	377	138	43	184	37	25
251.	Frequently entertains others in his home	403	80	30	291	88	43	192	27	25
252.	Has no outstanding debts	570	74	30	279	139	43	135	48	26
253.	Carries no life insurance	333	87	30	291	149	43	177	42	26
254.	Was fired from his last job	193	77	30	198	51	43	110	30	29
255.	Has worked in many different occupations	253	128	30	288	108	43	117	38	29
256.	Has had very few pay raises on previous jobs	310	98	30	335	129	43	137	48	27
257.	Has never collected unemployment compensation	537	102	30	377	171	43	144	50	27
258.	Is currently unemployed and worked for past employer for 3 years	457	133	30	202	98	43	111	31	27
259.	Held one job for past 4 years	587	72	30	267	120	43	117	38	29
260.	Was dishonorably discharged from the army	200	167	30	167	120	43	107	25	29
261.	Had a "B" average in high school	547	99	30	265	96	43	146	50	26
262.	Dropped out of high school	273	106	30	307	144	43	138	49	26
263.	Had a "D" average in college work	363	105	30	216	116	43	172	45	25
264.	Attended a college which has a poor scholastic reputation	383	52	30	205	120	43	175	43	24
265.	Graduated from technical or vocational school after high school	550	138	30	249	95	43	114	34	29
266.	Has had three years of college	337	170	30	179	82	43	150	50	26
267.	Earned none of his expenses while at school	333	104	30	242	130	43	174	44	27
268.	Hasn't been in the armed services	327	85	30	326	118	43	136	48	28
269.	Did a sloppy job of completing the application form	223	76	30	349	125	43	118	38	28
270.	Expressed thoughts clearly and distinctly	570	74	30	349	119	43	121	41	28

TABLE 30. SUMMARY STATISTICS FOR BLUE COLLAR (continued)

No. Item	FAVORABILITY			FREQUENCY			IMPORTANCE		
	Mean	SD	N	Mean	SD	N	Mean	SD	N
271. Speech was grammatically precise	490	111	30	279	95	43	172	45	25
272. Used inappropriate words	323	76	30	293	92	43	158	49	26
273. Is seeking part-time employment	263	168	30	207	82	43	117	38	29
274. Friend or relative employed by company told about employment opportunity	530	90	30	370	115	43	124	43	29
275. Came for interview, result of special recruiting campaign by company	513	99	30	265	114	43	144	50	27
276. Was referred by the state employment service	480	101	30	274	130	43	152	50	29
277. Was referred by the placement office at the school he attended	500	103	30	188	78	43	144	50	27
278. Was referred by a private employment agency	343	136	30	165	80	43	174	44	27
279. Saw an ad in the newspaper and came in for an interview	483	78	30	312	147	43	143	49	28
280. Waits a few seconds before answering questions	417	64	30	265	64	43	163	48	27
281. Speech was abrupt and halting	313	76	30	221	70	43	156	50	25
282. Interjected many um's, ah's, or uh's	323	80	30	279	95	43	172	45	25
283. Applicant's speech is cautious—indicates doubt using perhaps, I think	297	91	30	237	57	43	143	49	28
284. Asked about his potential supervision	443	115	30	205	89	43	143	49	28
285. Asked about vacations	397	117	30	272	125	43	164	48	28
286. Gave an evasive and vague answer when asked why he left his last job	177	62	30	284	96	43	107	25	29
287. Smiles with mouth only—the rest of face (especially eyes) unsmiling	313	96	30	221	73	43	168	47	25
288. Squints	350	89	30	214	67	43	170	46	27
289. Picked his nose	210	101	30	153	66	43	150	50	28
290. Has a weak handshake	297	95	30	279	107	43	159	49	27
291. Manipulation of small objects (pencil, cigarettes) tends to be clumsy	270	100	30	209	60	43	125	43	28
292. Squirmed in chair	310	83	30	226	57	43	162	49	26
293. Was nervous at the beginning of the interview	407	63	30	330	127	43	192	27	26
294. Has nervous smoking habits	313	81	30	251	62	43	165	48	26
295. Smiled in a conceited manner	317	100	30	198	59	43	152	50	27
296. Ears stick out	400	0	30	205	65	43	200	0	25
297. Physique appears feminine	290	104	30	205	112	43	158	49	26
298. Needs a haircut	230	113	30	302	102	43	143	49	28
299. Is clean shaven	560	102	30	551	140	43	131	46	29
300. Looks tired	300	86	30	235	77	43	136	48	28

TABLE 30. SUMMARY STATISTICS FOR BLUE COLLAR (continued)

No.	Item	FAVORABILITY			FREQUENCY			IMPORTANCE		
		Mean	SD	N	Mean	SD	N	Mean	SD	N
301.	Wears glasses	403	18	30	319	81	43	192	27	26
302.	Is about 5 feet 3 inches tall	303	120	30	202	76	43	165	48	26
303.	Is about 6 feet 3 inches tall	473	81	30	242	84	43	185	36	26
304.	Is markedly overweight	200	86	30	221	70	43	118	38	28
305.	Weighs about 150 lbs.	430	124	30	342	115	43	188	32	26
306.	Weighs about 250 lbs.	260	117	30	181	72	43	137	48	27
307.	Is about 30 years old	463	105	30	330	107	43	181	39	27
308.	Is about 55 years old	290	158	30	214	79	43	129	45	28
309.	Is a male	493	146	30	602	142	43	140	49	25
310.	Is a female	300	153	30	198	137	43	146	50	24
311.	Feels he's gotten nowhere and must change jobs now or never	396	131	95	272	96	168	119	39	146
312.	Says he dislikes routine desk jobs	419	145	95	277	150	168	152	50	145
313.	Says he can get a great deal done in a short time	494	101	95	260	117	168	126	44	147
314.	Says he does not want a job involving responsibility for others' work	280	124	95	217	111	168	123	42	145
315.	Says he wants a job where there is opportunity for promotion	560	96	95	485	136	168	110	29	147
316.	Says he needs an occasional pat-on-the-back to keep him going	375	123	95	207	106	168	132	47	147
317.	Says he prefers to work alone	289	125	95	195	86	168	115	36	148
318.	Says he is seeking higher wages	451	107	95	461	133	168	124	42	148
319.	Says he makes a principle of never taking his job home with him	368	122	95	198	91	168	160	49	145
320.	Says he has an even temperament	529	97	95	291	155	168	131	46	147
321.	Says he's inclined to be moody	225	73	95	160	62	168	118	38	147
322.	Says he's not concerned about what others think about him	273	122	95	196	92	168	122	41	146
323.	Says he is quite sure of himself	459	125	95	301	132	168	127	45	147
324.	Says he tends to act on impulse	227	70	95	171	69	168	116	36	147
325.	Says he keeps up with the current events	521	83	95	236	115	168	168	47	144
326.	Thinks most people are queer mentally, they don't like to admit it	221	95	95	136	58	168	118	39	147
327.	Says he finds a number of people hard to get along with	186	72	65	189	74	168	105	21	148
328.	Says he is unhappy in his marriage	226	70	95	185	70	168	121	41	145
329.	Most people are irrational and their opinions are likely to be worthless	172	83	95	132	50	168	108	27	147
330.	Says he can remember faces, names, and incidents better than most people	459	104	95	179	91	168	171	45	145

TABLE 30. SUMMARY STATISTICS FOR BLUE COLLAR (continued)

		FAVORABILITY			FREQUENCY			IMPORTANCE		
No.	Item	Mean	SD	N	Mean	SD	N	Mean	SD	N
331.	Says he is satisfied with his present vocational achievements	417	90	12	241	68	37	147	50	38
332.	Says he is satisfied with the promotional opportunities on present job	417	90	12	186	74	37	150	50	38
333.	Says he's more satisfied than dissatisfied with his present job	425	101	12	224	100	37	128	45	39
334.	Says he would work hard if he got the job	492	126	12	519	114	37	136	48	39
335.	Says he is satisfied with the pay on his present job	417	69	12	259	94	37	141	49	39
336.	Says he will not work weekends	167	85	12	224	115	37	113	33	39
337.	Would like working on a commission basis—provides incentive to work hard	392	138	12	151	86	37	151	50	39
338.	Says he likes variety and change in a job	425	116	12	351	133	37	118	38	39
339.	Says he is always on time for his work	558	95	12	414	170	37	118	38	39
340.	Says he likes writing reports	383	128	12	157	55	37	179	41	38
341.	Says he likes flexible working hours	400	187	12	189	95	37	128	45	39
342.	Says he prefers to deal with people rather than things or ideas	300	100	12	211	98	37	150	50	38
343.	Says he wants a job where he can contribute to others' welfare	400	141	12	176	79	37	169	46	39
344.	Says he wishes he had more money	433	62	12	451	152	37	162	49	39
345.	Likes to do own planning, no interruptions or suggestions from others	308	86	12	197	88	37	126	44	39
346.	Says he is in excellent physical health	567	75	12	527	92	37	118	38	39
347.	Says anyone who is unemployed has only himself to blame	408	138	12	211	118	37	156	50	39
348.	Says he has more than his share of novel ideas	417	80	12	200	99	37	162	49	39
349.	Says he dislikes criticism	242	104	12	214	107	37	115	36	39
350.	Says he's a very mature person	492	49	12	319	175	37	151	50	39
351.	Says he is very dependable	517	55	12	470	145	37	123	42	39
352.	Says he is a political conservative	408	28	12	176	108	37	192	27	39
353.	Says he likes to direct others' activities	467	94	12	222	87	37	131	46	39
354.	Says he never worries about possible misfortunes	367	103	12	195	96	37	149	50	39
355.	Says he tends to be critical of others	250	65	12	176	79	37	118	38	39
356.	Says he expresses his judgments publicly regardless of criticism	283	80	12	208	71	37	126	44	39
357.	Says he prefers to deal with people rather than things	317	80	12	197	91	37	133	47	39
358.	Says he obeys all rules and regulations	542	76	12	416	192	37	115	36	39
359.	Says he likes continually changing activities	358	86	12	276	130	37	121	40	39
360.	Says he entertains in his home on average of once every 2 weeks	400	0	12	162	100	37	197	16	39

TABLE 30. SUMMARY STATISTICS FOR BLUE COLLAR (continued)

		FAVORABILITY			FREQUENCY			IMPORTANCE		
No.	Item	Mean	SD	N	Mean	SD	N	Mean	SD	N
361.	Says he likes pets	400	0	12	219	133	37	197	16	38
362.	Says he won't discuss his finances because they are personal	375	60	12	211	113	37	164	48	39
363.	Says he doesn't drink and he doesn't think that others should	367	62	12	184	64	37	159	49	39
364.	Says everyone is basically honest	475	60	12	254	141	37	164	48	39
365.	He makes rash remarks in fun to surprise people and see what they say	267	75	12	143	50	37	133	47	39
366.	Says he sometimes becomes irritated at other people	342	64	12	243	110	37	141	49	39
367.	Says he has difficulty getting acquainted with strangers	333	62	12	243	97	37	164	48	39
368.	Says he is a good leader	500	58	12	216	85	37	144	50	39
369.	Says he tries to avoid hurting other peoples' feelings	508	86	12	265	140	37	136	48	39
370.	He attended the college he did because all his friends were going there	300	58	12	149	86	37	187	34	38
371.	Says he is seeking part-time work to supplement income on present job	539	89	36	437	116	43	115	36	47
372.	Says he is familiar with competing firms	497	107	36	221	111	43	151	50	47
373.	Says he called in sick so that he could come to this interview	192	95	36	179	76	43	109	28	47
374.	Says he is dissatisfied with the pay on his present job	394	97	36	370	113	43	115	36	47
375.	Is looking for a new job because he couldn't get along with his boss	208	76	36	214	51	43	102	14	47
376.	Is seeking part-time work to supplement the income of present job	208	132	36	191	80	43	111	31	47
377.	Says he has trouble doing tiresome routine work over long period of time	278	129	36	202	73	43	111	31	47
378.	Says he would refuse to work evenings or weekends	139	59	36	207	73	43	102	14	47
379.	Says he likes regular hours for work	336	129	36	391	138	43	111	31	47
380.	Says he drives himself steadily (doesn't work by fits and starts)	547	104	36	263	126	43	121	41	47
381.	Prefers a secure job with less pay to uncertain position with higher pay	511	129	36	426	143	43	113	33	47
382.	Says he likes work which requires him to persuade and convince others	436	157	36	186	79	43	130	46	47
383.	Says he wants a job where he can contribute new ideas	511	135	36	256	117	43	123	42	47
384.	Says he likes working on complex and difficult problems	547	128	36	267	118	43	123	42	47
385.	Says he thinks he would like interviewing job applicants	386	157	36	167	64	43	159	49	46
386.	Says he can accept criticism without getting mad	567	113	36	286	152	43	113	33	47
387.	Says he is very careful when making a decision	539	86	36	251	123	43	119	39	47
388.	Says he is an Atheist	319	115	36	114	35	43	183	38	47
389.	Says he sometimes feels grouchy	303	96	36	158	66	43	147	50	47
390.	Says he is very independent	294	100	36	209	101	43	126	44	47

TABLE 30. SUMMARY STATISTICS FOR BLUE COLLAR (continued)

No.	Item	FAVORABILITY Mean	FAVORABILITY SD	FAVORABILITY N	FREQUENCY Mean	FREQUENCY SD	FREQUENCY N	IMPORTANCE Mean	IMPORTANCE SD	IMPORTANCE N
391.	Says he is unusually cheerful	531	84	36	314	158	43	143	49	47
392.	Says he is a political liberal	403	73	36	160	92	43	181	39	47
393.	Says he is a fast thinker	536	98	36	244	123	43	132	47	47
394.	Says he sometimes gets rattled in critical situations	253	73	36	181	79	43	117	38	47
395.	Says he never acts on the spur of the moment	472	124	36	200	106	43	126	44	47
396.	Says he is a very cautious person	447	134	36	221	105	43	130	46	47
397.	Says he feels guilty unless he is accomplishing something	542	106	36	249	113	43	113	34	46
398.	Says he enjoys dancing	439	33	36	200	101	43	196	20	47
399.	Says he likes entertaining others	439	68	36	179	73	43	172	45	47
400.	Says he is interested in literature and the arts	436	85	36	205	81	43	177	42	47
401.	Says he limits his participation in sports to watching television sports	372	73	36	223	107	43	172	45	47
402.	Says he likes to travel when taking a vacation	447	76	36	309	129	43	189	31	47
403.	Says most people seem to like him	528	77	36	344	148	43	134	47	47
404.	Says he likes adjusting difficulties of others	408	134	36	179	76	43	151	50	47
405.	Sometimes makes rash remarks in fun, surprise people, see what they say	244	117	36	142	62	43	134	47	47
406.	Says he makes friends easily	569	81	36	363	151	43	123	42	47
407.	Says he is considered a thoughtful person	556	98	36	256	139	43	132	47	47
408.	Says he knows many people, he has a large number of acquaintances	528	102	36	298	119	43	151	50	47
409.	Says he likes to spend his spare time with his family	547	83	36	360	126	43	134	47	47
410.	Says he liked school	558	83	36	326	112	43	132	47	47
411.	Says he expects to progress rapidly in the structure of the company	435	153	17	209	103	45	106	24	33
412.	Says he first actively considered making a change in jobs a week ago	382	71	17	180	72	45	152	50	33
413.	Is leaving his job because he can't get along with people he works with	229	82	17	222	66	45	103	17	33
414.	Says he is satisfied with the job duties on his present job	453	104	17	327	132	45	131	46	32
415.	Says he will not work on Saturdays	171	89	17	169	72	45	112	33	33
416.	Says he left last job because he did not receive an anticipated raise	300	91	17	262	104	45	136	48	33
417.	Says he prefers to work on his own	300	114	17	209	103	45	121	41	33
418.	Says he can keep working for long stretches	547	92	17	240	125	45	133	47	33
419.	Says he likes methodical work	453	129	17	211	102	45	109	29	33
420.	After he's done difficult parts of job, hates to finish up odds and ends	271	96	17	156	72	45	115	36	33

TABLE 30. SUMMARY STATISTICS FOR BLUE COLLAR (continued)

No.	Item	FAVORABILITY			FREQUENCY			IMPORTANCE		
		Mean	SD	N	Mean	SD	N	Mean	SD	N
421.	Says he is troubled by the fact that he may be in the wrong line of work	341	97	17	244	117	45	115	36	33
422.	Says he wants a job which will give him power	224	81	17	129	54	45	112	33	33
423.	Says that hardly any activity really counts unless it is task-oriented	365	119	17	138	68	45	136	48	33
424.	Says he doesn't care for the responsibility of supervising others' work	318	125	17	240	127	45	148	50	33
425.	Says he can carry out plans assigned by other people	547	129	17	409	174	45	121	41	33
426.	Says he never has any colds or minor illnesses during the year	506	159	17	291	152	45	127	45	33
427.	Says he enjoys being alone	294	80	17	156	62	45	127	45	33
428.	Says he likes to take chances	200	91	17	167	79	45	124	43	33
429.	Says his feelings are sometimes easily hurt	235	68	17	147	65	45	124	43	33
430.	Says he is optimistic	506	100	17	260	116	45	161	49	33
431.	Says he is trustworthy	559	97	17	391	182	45	141	49	32
432.	Says he has a great deal of common sense	541	114	17	324	166	45	145	50	33
433.	Says he attends religious services regularly	506	87	17	244	138	45	185	36	33
434.	Says he quit smoking several months ago	447	85	17	187	75	45	188	33	33
435.	Says he is a somewhat slow and leisurely person	271	82	17	164	70	45	121	41	33
436.	Says he is usually very frank and open	471	96	17	253	96	45	158	49	33
437.	Says he values logical explanations	541	91	17	242	144	45	139	49	33
438.	Says he likes to take the lead in group activities	541	77	17	198	93	45	145	50	33
439.	Says he adapts well in new situations	576	73	17	304	113	45	121	41	33
440.	Says he spends a lot of time and energy in pursuit of his hobbies	494	100	17	244	91	45	152	50	33
441.	Says he is interested in philosophical problems	365	113	17	164	92	45	188	33	33
442.	Says he is very careful to keep all his records up to date	529	82	17	184	107	45	145	50	33
443.	Is baffled by people who get excited over concepts, theories, ideas, etc.	365	84	17	142	65	45	188	33	33
444.	Says he dislikes people who borrow things	429	75	17	180	102	45	170	46	33
445.	Makes rash remarks in fun, to surprise people and see what they say	265	76	17	140	61	45	121	41	33
446.	Says he wants to be of genuine service to people	571	67	17	227	124	45	133	47	33
447.	He can usually get people to do what he wants	500	77	17	204	109	45	136	48	33
448.	Says he values technical competence over personal likeableness	424	121	17	191	117	45	142	49	33
449.	Says he likes to play with his kids in the evening	524	81	17	293	127	45	176	43	33
450.	Says he enjoyed the discipline the armed services required of him	494	121	17	198	93	45	133	47	33

TABLE 30. SUMMARY STATISTICS FOR BLUE COLLAR (continued)

		FAVORABILITY			FREQUENCY			IMPORTANCE		
No.	Item	Mean	SD	N	Mean	SD	N	Mean	SD	N
451.	Came for interview because he heard this company is good to work for	527	96	30	463	118	43	150	50	28
452.	Says he would be willing to relocate for his job	550	96	30	307	140	43	141	49	27
453.	Says he first actively considered changing jobs about a month ago	437	71	30	244	106	43	181	39	27
454.	Says he left his last job because of low pay	430	86	30	381	137	43	136	48	28
455.	Says he's leaving job because the people he works with dislike him	240	84	30	188	69	43	107	25	29
456.	Says he is dissatisfied with the co-workers on his present job	217	73	30	209	64	43	107	25	29
457.	Says he will not work evenings	203	114	30	277	122	43	114	34	29
458.	Says he prefers to work evening hours	460	170	30	237	72	43	129	45	28
459.	Says he gets bored by routine work	270	122	30	286	129	43	110	30	29
460.	Says he likes work which requires considerable attention to detail	530	119	30	272	128	43	121	41	28
461.	Says he does not care about what kind of work he will be doing	367	162	30	298	123	43	121	41	28
462.	Says he would prefer straight salary to a commission only plan	433	83	30	288	201	43	177	42	26
463.	Says he looks to work for his life-satisfactions	437	138	30	221	107	43	150	50	26
464.	Says he likes taking responsibility	550	106	30	298	117	43	130	46	27
465.	Says he likes to plan for himself	483	137	30	279	125	43	130	46	27
466.	Says he fears failure	320	128	30	163	84	43	126	44	27
467.	Says his present failures are due to childhood deprivation	223	80	30	126	44	43	133	47	27
468.	Says he makes decisions only after a great deal of thought	400	121	30	193	79	43	144	50	27
469.	Says he is an active person	547	76	30	391	141	43	163	48	27
470.	Says he is a very patient person	537	66	30	286	127	43	144	50	27
471.	Says he is a very religious person	427	89	30	237	84	43	185	36	26
472.	Says he never attends regular religious services	357	80	30	191	80	43	188	32	26
473.	Says he likes privacy	353	72	30	240	110	43	159	49	27
474.	Says he likes to keep on the go all the time	483	121	30	319	124	43	141	49	29
475.	Says he would rather not take chances or run risks	430	124	30	242	122	43	144	50	27
476.	Says he likes working with people	570	94	30	419	124	43	114	34	29
477.	Says he prefers action to contemplation	510	108	30	342	148	43	144	50	27
478.	Says he thinks he would like making a speech	383	107	30	140	53	43	188	32	25
479.	Says he prefers small, quiet gatherings to large, gay parties	430	82	30	233	141	43	192	27	25
480.	Says he frequently attends football (basketball, baseball, etc.) games	483	104	30	363	131	43	185	36	26

TABLE 30. SUMMARY STATISTICS FOR BLUE COLLAR (continued)

		FAVORABILITY			FREQUENCY			IMPORTANCE		
No.	Item	Mean	SD	N	Mean	SD	N	Mean	SD	N
481.	Says he plays bridge	400	82	30	160	65	43	196	20	25
482.	Says he likes meeting people	513	96	30	319	121	43	163	48	27
483.	Says he dislikes people who are easily led	420	98	30	212	124	43	170	46	27
484.	Says he likes people who talk about themselves	350	89	30	167	88	43	188	32	25
485.	Makes rash remarks in fun to surprise people and see what they say	257	76	30	160	72	43	130	46	27
486.	Says he likes energetic people	503	105	30	288	150	43	174	44	27
487.	Says he is a good mixer	490	83	30	323	144	43	159	49	27
488.	Says he likes to study human nature and wants to understand people	487	115	30	242	132	43	165	48	26
489.	Says he has conflicts with spouse over outside interests	297	87	30	207	92	43	162	49	26
490.	Says he volunteered for the armed services	457	102	30	312	108	43	181	39	27
491.	Maintains self-control when others try to provoke him	602	58	95	371	130	168	108	26	146
492.	Acts as if he is accustomed to having his own way	237	78	95	281	89	168	119	40	144
493.	Easy to talk with	580	80	95	473	116	168	128	45	146
494.	Readily accepts ideas currently in vogue	451	115	95	370	124	168	151	50	146
495.	Can withstand a great deal of pressure	600	81	95	329	114	168	125	43	146
496.	Would break rules if he thought he couldn't get caught	158	66	95	307	117	168	104	20	148
497.	Persistent, does not give up easily	555	120	95	342	103	168	114	34	147
498.	Too pleasant and agreeable	326	105	95	263	92	168	153	50	143
499.	Has unrealistic desires for advancement	219	95	95	296	116	168	110	31	144
500.	Concerned with making a good impression	442	137	95	437	134	168	140	49	144
501.	Poorly informed as to his vocational aptitudes and skills in various jobs	258	85	95	347	130	168	122	41	146
502.	Sensitive to others' needs	517	97	95	293	108	168	143	50	144
503.	Deliberate in his actions and speech	502	105	95	320	108	168	147	50	145
504.	Punctual, careful to be on time	616	70	95	454	131	168	102	14	147
505.	Indecisive—can't make up his mind	214	79	95	288	93	168	121	41	147
506.	Controls his emotions effectively	575	87	95	453	136	168	115	35	144
507.	Fears decisions and tests	235	94	95	342	116	168	140	49	146
508.	Would give in to avoid controversy	305	118	95	324	106	168	149	50	144
509.	Would stick to his guns under pressure	535	97	95	337	114	168	132	47	145
510.	Avoids extreme attitudes and opinions	518	108	95	417	136	168	149	50	144

TABLE 30. SUMMARY STATISTICS FOR BLUE COLLAR (continued)

No.	Item	FAVORABILITY			FREQUENCY			IMPORTANCE		
		Mean	SD	N	Mean	SD	N	Mean	SD	N
511.	Would avoid trying anything which might be beyond his powers	367	118	12	381	147	37	128	45	39
512.	Will work best with close supervision	208	76	12	430	121	37	110	30	39
513.	Would not lose his composure easily	517	146	12	370	101	37	136	48	39
514.	Would put off doing an assigned task as long as possible	158	64	12	324	97	37	105	22	39
515.	Works mainly for anticipated rewards	308	86	12	441	148	37	138	49	39
516.	Judges himself and others in terms of wealth or material possessions	250	112	12	422	138	37	169	46	39
517.	Makes spur of the moment decisions	258	64	12	316	103	37	141	49	39
518.	Sees the world as predominantly hostile and threatening	167	85	12	251	108	37	123	42	39
519.	Is rational and logical	625	60	12	419	149	37	105	22	39
520.	Thinks with a practical turn of mind	608	49	12	384	133	37	105	22	39
521.	Identifies kindness with weakness	233	75	12	257	110	37	146	50	39
522.	Sees job he is applying for as stepping stone to other vocational goals	500	115	12	376	140	37	115	36	39
523.	Socially bungling—inept in human relationships	233	75	12	289	133	37	146	50	39
524.	Protective of those close to him (family or close friends)	467	75	12	432	158	37	156	50	39
525.	Manifests a critical or fault finding attitude toward others	200	58	12	268	90	37	123	42	39
526.	Worried about failing to get ahead	292	95	12	289	73	37	144	50	39
527.	Severe in his self-criticism	325	123	12	249	111	37	149	50	39
528.	Dogmatic in his thinking, thinks only one way to look at a situation	208	104	12	289	113	37	108	27	39
529.	His posture and gait are proud	458	95	12	311	103	37	151	50	39
530.	Busy, constantly on the go	533	62	12	305	127	37	133	47	39
531.	Has a what's in it for me attitude	233	62	12	384	133	37	115	36	39
532.	Has a pessimistic view of human beings and their potentialities	242	86	12	278	121	37	138	49	39
533.	Has rigid moral attitudes	475	72	12	303	115	37	154	50	39
534.	Lacks confidence	258	86	12	349	106	37	131	46	39
535.	Lacks depth of personality	325	72	12	365	99	37	167	47	39
536.	Seems to be poor leadership material	308	64	12	451	98	37	174	44	39
537.	Seems very knowledgeable culturally	467	62	12	216	68	37	185	36	39
538.	Fears failure	325	123	12	341	132	37	128	45	39
539.	Wants to be admired	408	119	12	449	137	37	156	50	39
540.	Wants financial security	492	64	12	541	113	37	118	38	39

TABLE 30. SUMMARY STATISTICS FOR BLUE COLLAR (continued)

No.	Item	FAVORABILITY			FREQUENCY			IMPORTANCE		
		Mean	SD	N	Mean	SD	N	Mean	SD	N
541.	Would try to do what others expect	542	128	36	479	109	43	111	31	47
542.	Would take risks when necessary	444	172	36	363	114	43	128	45	46
543.	Would degrade others to enhance his own feelings of worth	161	72	36	228	84	43	117	38	47
544.	Prides himself on his common sense	492	109	36	391	136	43	140	49	47
545.	Lacks feeling of loyalty toward employers, schools, place of residence	183	107	36	249	95	43	107	25	46
546.	Effective—gets things done correctly	611	77	36	384	116	43	109	28	47
547.	Eager to get along with people	594	81	36	444	123	43	111	31	47
548.	Uses people to benefit himself	186	92	36	256	87	43	124	43	46
549.	Thinks clearly	622	82	36	405	110	43	111	31	47
550.	Is a fast worker	575	109	36	351	111	43	126	44	47
551.	Interested in people	586	95	36	407	128	43	124	43	46
552.	Contemptuous of others	189	120	36	235	86	43	113	34	46
553.	Straightforward in his dealings with other people	597	73	36	426	126	43	104	20	47
554.	Afraid that others will perceive him as stupid	286	92	36	279	113	43	153	50	47
555.	Cosmopolitan, at home in many different kinds of places and situations	497	132	36	295	124	43	143	50	46
556.	Evaluates situation in terms of who is in control	303	152	36	279	130	43	123	42	47
557.	Elated, has a happy mood	533	108	36	337	114	43	123	42	47
558.	Frivolous, given to trifling	208	86	36	207	62	43	119	39	47
559.	Has a creative mind	556	121	36	298	95	43	130	46	47
560.	Has a good sense of humor	586	85	36	412	102	43	128	45	47
561.	Has a career first, family second attitude	333	147	36	233	91	43	143	49	47
562.	Knows what kind of job he wants	592	76	36	356	124	43	117	38	47
563.	Took good advantage of educational opportunities	592	128	36	300	101	43	115	36	47
564.	Lacks persistence	244	86	36	326	112	43	119	39	47
565.	Aspires to jobs well beyond his abilities	311	131	36	309	114	43	115	36	47
566.	Seemed preoccupied	194	70	36	216	57	43	121	41	47
567.	Avoids arguments	450	134	36	414	159	43	134	47	47
568.	Feels his life is meaningless	181	78	36	188	89	43	120	40	46
569.	Wants authority	367	189	36	286	95	43	121	41	47
570.	Seeks security	472	117	36	512	95	43	123	42	47

TABLE 30. SUMMARY STATISTICS FOR BLUE COLLAR (continued)

No.	Item	FAVORABILITY			FREQUENCY			IMPORTANCE		
		Mean	SD	N	Mean	SD	N	Mean	SD	N
571.	Will accept responsibility for his work	600	59	17	451	138	45	106	24	33
572.	Would willingly put in extra hours for the company	629	57	17	422	155	45	112	33	33
573.	Would push and try to stretch limits to see what he can get away with	176	64	17	260	85	45	100	0	33
574.	Lacks a goal or purpose in life	276	73	17	340	129	45	130	46	33
575.	Does not take important matters seriously enough	229	67	17	284	79	45	112	33	33
576.	Finds it difficult to control his feelings	247	70	17	244	88	45	116	36	32
577.	Tends to act impulsively	229	57	17	231	78	45	112	33	33
578.	Takes moral offenses lightly	247	78	17	249	96	45	136	48	33
579.	Thinks analytically	535	113	17	271	105	45	145	50	33
580.	Pursues momentary satisfactions—demands immediate rewards	276	73	17	296	130	45	130	46	33
581.	Dislikes close supervision	288	123	17	304	121	45	115	36	33
582.	Can delegate authority	518	71	17	253	91	45	176	43	33
583.	Enthusiastic when meeting people for the first time	506	73	17	329	107	45	176	43	33
584.	Critical of others	259	60	17	253	91	45	127	45	33
585.	Spontaneous in dealing with people	500	84	17	289	102	45	164	48	33
586.	Afraid to take a chance	329	127	17	296	89	45	155	50	33
587.	Too quick to agree	312	83	17	309	109	45	164	48	33
588.	Accurate in his work	624	64	17	418	116	45	103	17	33
589.	Easy to suit, easily pleased	512	128	17	360	85	45	136	48	33
590.	Has common sense	647	61	17	469	113	45	103	17	33
591.	Has a fatalistic outlook on life	300	91	17	209	72	45	158	49	33
592.	Has a realistic view of himself	576	64	17	384	117	45	127	45	33
593.	Has extreme views on social issues	294	94	17	213	62	45	155	50	33
594.	Afraid to appear different	353	85	17	300	121	45	185	36	33
595.	Seeks a job well below his level of ability and training	224	55	17	213	78	45	109	29	33
596.	Seemed reluctant to talk about his past	206	64	17	240	71	45	112	33	33
597.	Fears novel situations where the outcome is doubtful	294	87	17	296	115	45	167	47	33
598.	Feels a need to be sure of things	382	120	17	367	125	45	152	50	33
599.	Wants power	212	102	17	191	86	45	124	43	33
600.	Seeks to have fun, enjoys himself, finds a good time	406	106	17	371	124	45	164	48	33

TABLE 30. SUMMARY STATISTICS FOR BLUE COLLAR (continued)

		FAVORABILITY			FREQUENCY			IMPORTANCE		
No.	Item	Mean	SD	N	Mean	SD	N	Mean	SD	N
601.	Would be unlikely to ask for help on his job	277	133	30	291	101	43	124	43	29
602.	Would avoid situations where his performance could be inferior to others	293	129	30	312	126	43	141	49	27
603.	Will be loyal to the company	627	63	30	470	121	43	107	25	29
604.	Values creature-comforts (to eat well, avoid hard work, be luxurious)	223	105	30	351	123	43	130	46	27
605.	Places a high value on intellectual activities	383	153	30	265	89	43	180	40	25
606.	Sets self apart from others	283	82	30	302	128	43	148	50	25
607.	Sees world as dog-eat-dog place, everybody looks out for himself	230	107	30	319	133	43	131	46	26
608.	Places family interests above his own desires	520	111	30	363	120	43	146	50	26
609.	Is easily confused	197	75	30	279	95	43	115	36	27
610.	Considers himself an intellectual	267	98	30	226	104	43	180	40	25
611.	Dislikes work which is highly repetitive	300	159	30	360	133	43	103	18	29
612.	Poor at making small talk	367	91	30	347	123	43	191	28	23
613.	Reserved when meeting people for the first time	423	105	30	379	125	43	192	27	25
614.	Tolerant of others	557	76	30	423	131	43	135	48	26
615.	Considerate of other people in his dealings with them	593	63	30	440	118	43	128	45	25
616.	Conscious of social standing	377	105	30	393	150	43	180	40	25
617.	Socially perceptive, able to sense the feelings of others	540	71	30	347	119	43	164	48	25
618.	Highly motivated	570	104	30	321	109	43	134	48	29
619.	Placid, not easily disturbed or upset	533	114	30	337	116	43	127	44	26
620.	Has a good memory	583	82	30	384	116	43	133	47	27
621.	Has a warm personality	570	86	30	370	119	43	169	46	26
622.	Has an easy come, easy go attitude toward money	277	80	30	349	123	43	156	50	27
623.	Has broad knowledge, is well rounded intellectually	430	162	30	256	102	43	177	42	26
624.	Lacks drive	187	88	30	307	97	43	118	38	28
625.	Is setting his aim too low	310	108	30	288	117	43	158	49	26
626.	Seemed to consider this as just one of a long line of interviews	247	85	30	293	115	43	143	49	28
627.	Feels he's special and entitled to privileges or special consideration	180	60	30	270	100	43	104	19	28
628.	Applause-seeker, demands attention	180	75	30	247	73	43	124	43	25
629.	Wants to get ahead, to win	483	157	30	340	135	43	127	44	26
630.	Is a good organizer	527	157	30	279	88	43	150	50	26

TABLE 30. SUMMARY STATISTICS FOR BLUE COLLAR (continued)

No.	Item	FAVORABILITY Mean	SD	N	FREQUENCY Mean	SD	N	IMPORTANCE Mean	SD	N
631.	Cooperative	621	68	95	504	98	168	103	18	148
632.	Controlled	566	104	95	456	124	168	120	40	145
633.	Fussy	335	145	95	254	84	168	133	47	146
634.	Lazy	131	50	95	263	88	168	104	20	148
635.	Patient	575	83	95	427	118	168	122	41	146
636.	Apologetic	372	117	95	301	105	168	155	50	145
637.	Frank	541	86	95	421	132	168	132	47	146
638.	Compulsive	263	86	95	274	87	168	121	41	145
639.	Independent	398	125	95	353	119	168	132	47	145
640.	Nosey	251	114	95	249	91	168	138	49	145
641.	Aggressive	509	120	95	321	99	168	126	44	146
642.	Meticulous	507	115	95	271	96	168	136	48	145
643.	Open minded	585	68	95	398	123	168	131	46	146
644.	Dependable	656	61	95	458	116	168	102	14	147
645.	Shy	327	92	95	274	85	168	170	46	145
646.	Arrogant	187	81	95	224	61	168	117	38	145
647.	Immature	185	77	95	282	97	168	116	36	146
648.	Cheerful	568	77	95	453	109	168	140	49	145
649.	Trustworthy	642	72	95	480	112	168	103	18	147
650.	Aloof	276	87	95	225	63	168	139	49	145
651.	Realistic	575	72	12	408	122	37	131	46	39
652.	Self-righteous	367	111	12	284	117	37	147	50	38
653.	Possessive	342	64	12	314	123	37	162	49	39
654.	Cautious	458	86	12	362	110	37	133	47	39
655.	Insecure	267	85	12	341	115	37	128	45	39
656.	Thrifty	508	76	12	343	131	37	164	48	39
657.	Careless	158	64	12	303	117	37	103	16	39
658.	Timid	342	86	12	278	93	37	172	45	39
659.	Submissive	300	71	12	273	83	37	167	47	39
660.	Adventurous	383	80	12	286	87	37	146	50	39

TABLE 30. SUMMARY STATISTICS FOR BLUE COLLAR (continued)

No. Item	FAVORABILITY			FREQUENCY			IMPORTANCE		
	Mean	SD	N	Mean	SD	N	Mean	SD	N
661. Narrow minded	275	83	12	278	104	37	133	47	39
662. Thoughtful	550	65	12	378	114	37	141	49	39
663. Hasty	333	62	12	308	85	37	123	42	39
664. Dignified	417	114	12	273	89	37	168	46	38
665. Sophisticated	350	96	12	203	54	37	174	44	39
666. Bigoted	208	76	12	262	112	37	133	47	39
667. Snobbish	217	80	12	214	58	37	138	49	39
668. Dramatic, affected and theatrical	217	99	12	176	59	37	141	49	39
669. A leader	550	104	12	243	59	37	126	44	39
670. Thick skinned	425	164	12	284	100	37	138	49	39
671. Self-sufficient	556	98	36	342	132	43	123	42	47
672. Conscientious	650	60	36	430	117	43	102	14	47
673. Petty	181	70	36	209	47	43	134	47	47
674. Sociable	569	78	36	437	106	43	132	47	47
675. Fickle	192	79	36	219	62	43	136	48	47
676. Helpful	589	61	36	416	118	43	109	28	47
677. Self-centered	206	94	36	244	73	43	134	47	47
678. Outgoing	547	96	36	351	113	43	128	45	47
679. Irritable	167	62	36	207	40	43	123	42	47
680. Serious	514	106	36	391	118	43	121	41	47
681. Sarcastic	161	83	36	202	51	43	117	38	47
682. Mystical	225	104	36	200	75	43	145	50	47
683. Enthusiastic	606	66	36	393	123	43	113	33	47
684. Suggestible	447	146	36	307	107	43	128	45	47
685. Masculine	575	106	36	509	131	43	122	41	46
686. Depressed	175	68	36	205	48	43	119	39	47
687. Grateful, appreciative	544	104	36	428	119	43	130	46	47
688. A playboy	236	100	36	228	58	43	130	46	47
689. A conformist	403	150	36	365	141	43	141	49	46
690. A showoff	175	79	36	223	52	43	119	39	47

TABLE 30. SUMMARY STATISTICS FOR BLUE COLLAR (continued)

No.	Item	FAVORABILITY			FREQUENCY			IMPORTANCE		
		Mean	SD	N	Mean	SD	N	Mean	SD	N
691.	Personable	565	97	17	433	110	45	136	48	33
692.	Kind	571	82	17	453	109	45	173	45	33
693.	Subdued	347	70	17	260	68	45	173	45	33
694.	Nervous	259	77	17	280	86	45	133	47	33
695.	Friendly	588	58	17	493	110	45	142	49	33
696.	Quiet	441	60	17	316	107	45	173	45	33
697.	Responsible	612	58	17	469	107	45	103	17	33
698.	Pessimistic	265	68	17	240	71	45	155	50	33
699.	Stable	629	57	17	451	126	45	109	29	33
700.	Eccentric	247	85	17	200	97	45	118	39	33
701.	Objective	547	104	17	351	119	45	145	50	33
702.	Tough	371	75	17	258	106	45	155	50	33
703.	Proud	506	80	17	384	152	45	155	50	33
704.	Ambitious	571	82	17	431	124	45	118	39	33
705.	Effeminate	259	137	17	189	85	45	127	45	33
706.	Energetic	588	83	17	429	113	45	115	36	33
707.	Genial, friendly and warm	582	71	17	436	101	45	145	50	33
708.	A hypochondriac	188	90	17	187	54	45	112	33	33
709.	A jack of all trades	471	127	17	313	102	45	145	50	33
710.	A mixer	535	103	17	347	105	45	181	39	32
711.	Optimistic	513	118	30	414	130	43	165	48	26
712.	Gloomy	230	69	30	221	51	43	148	50	25
713.	Anxious	387	141	30	351	117	43	150	50	26
714.	Generous	490	94	30	363	114	43	180	40	25
715.	Loyal	620	70	30	470	107	43	110	30	29
716.	Courteous	600	89	30	507	85	43	131	46	26
717.	Overbearing	207	77	30	221	55	43	127	44	26
718.	Easygoing	417	110	30	395	114	43	158	49	26
719.	Intellectually mature	527	136	30	347	130	43	163	48	27
720.	Stubborn	277	92	30	274	97	43	131	46	26

TABLE 30. SUMMARY STATISTICS FOR BLUE COLLAR (continued)

No. Item	FAVORABILITY			FREQUENCY			IMPORTANCE		
	Mean	SD	N	Mean	SD	N	Mean	SD	N
721. Defensive	257	88	30	291	103	43	138	49	26
722. Jovial	483	82	30	356	117	43	173	44	26
723. Self-confident	580	60	30	407	123	43	130	46	27
724. Enterprising	553	99	30	347	104	43	157	49	28
725. Self-conscious	387	92	30	323	112	43	169	46	26
726. Even-tempered	567	70	30	456	119	43	131	46	26
727. Businesslike, efficient, and practical	580	111	30	381	126	43	137	48	27
728. A family man	573	89	30	486	109	43	152	50	27
729. A gossip	213	88	30	251	106	43	123	42	26
730. A take-charge guy	440	170	30	251	85	43	136	48	28

The deciles of the distributions of mean ratings of favorability, frequency and importance are presented in Table 31 as an aid for interpreting the summary statistics shown in Table 30.

Table 31

Deciles for the distribution of mean ratings of favorability, frequency, and importance in the Blue Collar Job item pool.

Deciles	Favorability	Frequency	Importance
10	6.6	6.0	2.0
9	5.7	4.3	1.8
8	5.3	3.7	1.7
7	4.9	3.3	1.6
6	4.4	3.0	1.5
5	4.0	2.7	1.4
4	3.4	2.5	1.3
3	3.0	2.2	
2	2.7	2.0	1.2
1	2.2	1.8	1.1
Lowest mean	1.3	1.1	1.0

Since blue collar jobs were not included in our initial plans for studying the employment interview, we have not selected a set of items to serve as a general purpose checklist. We invite researchers who are interested in blue collar jobs to construct checklists from the data presented in Table 30.

TABLE 32. Item identification numbers, arranged by content categories and form in which item is located.

Content category	Number of items	Common to all forms	Form 1 only	Form 2 only	Form 3 only	Form 4 only
APPLICANT CHARACTERISTICS	310	1-30	31-100	101-170	171-240	241-310
Family	21	8	31- 35	101-105	171-175	241-245
Family background	12	1-3, 9	36- 37	106-107	176-177	246-247
Residence & transportation	15		38- 41	108-111	178-181	248-250
Social & civic	4		42	112	182	251
Finances	7		43- 44	113-114	183	252-253
Previous jobs	31	10-17	45- 50	115-119	184-189	254-259
Military service	6	7	51	120	190	260, 268
Education	33	4-6	52- 58	121-128	191-198	261-267
Skills & Abilities	25	19-20, 22-23, 25, 27	59- 63	129-133	199-203	269-272
Special qualifications	10		64	134	204	273-279
Speech	36		65- 74, 78	135-144, 148	205-213	280-283, 286
Questions asked	12	18	75- 77	145-147	214-216	284-285
Behavior during interview	42	21, 24, 26, 28	79- 87	149-157	217-227	287-295
Personal appearance	29	29-30	88- 94	158-164	228-234	296-301
Age, height, weight, sex	27		95-100	165-170	235-240	302-310
Item numbers in original questionnaires		1-30	31-100	31-100	31-100	31-100
THINGS THE APPLICANT SAID	180	311-330	331-370	371-410	411-450	451-456
Work, this instance	24	311-313	331-335	371-376	411-414, 416	451-456
Work, preferences & opinions	43	312, 314-319	336-338, 340-345, 347	377-385	415, 417-425	457-463
Self-description, traits	35	320-323, 330	339, 346 348-352	388-393, 396-397	426-432	464-471

TABLE 32. Item identification numbers, arranged by content categories and form in which item is located. (cont'd)

Content category	Numbers of items	Common to all forms	Form 1 only	Form 2 only	Form 3 only	Form 4 only
Characteristic behaviors	24	324	353-358, 363	386-387, 394-395	433-437, 439, 442	472-475, 477
Outside activities	16	325	359-361	398-402	438, 440-441	478-481
Personal relations	29	326-327, 329	364-369	403-408	443-448	476, 482-488
Family	4	328		409	449	489
Education, Military, Finances	5		362, 370	410	450	490
Item numbers in original questionnaires		101-120	121-160	121-160	121-160	121-160
IMPRESSIONS THE APPLICANT CREATED	240	491-510, 631-650	511-540, 651-670	541-570, 671-690	571-600, 691-710	601-630, 711-730
Expectations	17	495-496, 508-509	511-514	541-543	571-573	601-603
Phrases	123	497-507, 510	515-540	544-570	574-600	604-630
Adjectives	100	631-650	651-670	671-690	691-710	711-730
Item numbers in original questionnaires		161-180, 211-230	181-210, 231-250	181-210, 231-250	181-210, 231-250	181-210, 231-250

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Appendix

1. Table 32 Item Identification Numbers Arranged by Questionnaire Form and Content Area
2. Instructions for Judging Item Favorability
3. Instructions for Judging Item Frequency
4. Instructions for Judging Importance
5. Introductory and Biographical Information Pages

INTRODUCTORY AND BIOGRAPHICAL INFORMATION DATA

SURVEY OF APPLICANT CHARACTERISTICS

Interview Research Project

Industrial Relations Center, University of Minnesota

About the Interview Research Project

This survey is the first phase of a comprehensive examination of many issues and problems in employment interviewing. The Interview Research Project as a whole is directed toward improving the interview as a selection tool, and we are pleased that you are participating in this initial phase.

The notion underlying the Interview Research Project is that careful study of the factors influencing personnel decisions holds the key to developing improved interviewing techniques and improved training procedures. Factors influencing decisions include characteristics of job applicants, such as what applicants say during the interview and how they say it, and their personal characteristics (experience, interests, and so on), and context factors, among which are labor market conditions, interviewer experience, and the effects of test scores, application forms and interview guides. These as well as additional factors are to be studied. Unravelling the complex interrelationships of all these factors will be a difficult job, but certainly a worthwhile one. We believe that developing training procedures and interviewing techniques which improve the utility of personnel decisions is a worthy goal.

About This Questionnaire

This questionnaire is one part of the Survey of Applicant Characteristics. People from all kinds of organizations in all areas of the country who are concerned with interviewing are participating in this survey. When completed, the results of this survey will provide much information on the roles and functioning of various applicant characteristics, information which will be useful in training interviewers, and will provide a basis for all future studies in the Interview Research Project.

Your questionnaire contains four sections. Please read the instructions carefully before starting on each section. The first section asks for information about you and your job. Your answers will enable us to relate your responses to those made by people in other organizations. In the second section you are asked to judge statements describing a wide variety of information about job applicants, ranging from information about previous employment to qualities of personal appearance. In the next section you are asked to rate things an applicant might say while being interviewed, and in the final section you are requested to evaluate various kinds of impressions that an applicant might create during an interview. When you've finished, please return your questionnaire to us.

SECTION I: BACKGROUND INFORMATION

Please answer all of these questions as completely as possible before proceeding to the next sections. Your answers will enable us to relate your judgments of statements in the next sections to those made by people in other situations. All your answers are confidential.

1. Name____
2. Organization____
3. Location____
City State
4. Age_____ 5. Sex: Male_____ Female_____
6. Highest school grade completed, including college__________
7. Your job title____
8. Does your current job include conducting interviews? Yes_____ No_____
9. How many years of interviewing experience do you have?________
10. Estimate the number of interviews you've held:
in the past year:_______ in the past month:_________
11. What percent of your working time is spent interviewing?________
12. Below are some common steps in the selection process. Cross out steps that are not a part of the procedures used in your organization, and then number the rest in the order in which they occur (if the first thing an applicant does is to complete an application form, but a "1" by that step). After all steps are ordered, put an "X" by the step(s) which best describes your role in the selection process.

_____Initial interview (check purposes: _____Recruiting, _____Screening, _____Hiring, _____Placing)

Fill out application form

_____Testing (check types used: _____Intelligence, _____Aptitude,
_____Trade, _____Interest, _____Personality)

_____Reference check

_____Additional interview (check purposes: _____Recruiting,
_____Screening, _____Hiring, _____Placing)

_____Other assessments (screening by a consultant, medical exam, etc.)

_____Referral to department or supervisor

13. Put a checkmark (√) by the occupations for which you interview job applicants:

_____Management trainee

_____Middle level management

_____Clerk-Typist

_____Secretary

_____Industrial sales

_____Engineer (M.E., etc.)

_____Scientist

_____School teacher

_____Sales clerk

_____Insurance sales

_____Technician

_____Skilled trades

_____Apprentices

_____Laborers

_____OTHER

14. Please give the following information for each kind of job for which you interview applicants:

Job titles or classes (from item 13 or others)	*Use an* Interview Guide?	Average Length	*% who* are hired	*Have you* ever held this job?
a)____________________	______	______	_______	____________
b)____________________	______	______	_______	____________
c)____________________	______	______	_______	____________

15. What opportunities do you have to learn about the performance of applicants who are hired? Check those that apply.

_____No opportunities

_____Comments from supervisors and/or co-workers

_____Results of Merit Ratings

_____Personnel Records (turnover, absences, etc.)

_____Direct Observation

16. What kinds of training have you had in interviewing procedures? Check each item that applies.

_____No special training, just practical experience

_____On-the-job training

_____Workshops, Seminars

_____Formal courses

17. Beside interviewing job applicants, what other duties do you perform as a regular part of your job? Check those that apply.

_____Managerial duties
_____Supervisory duties
_____College recruiting
_____Other recruiting
_____Reference checking
_____Hiring recommendations
_____Hiring decisions
_____Placement
_____Promotion screening
_____Personnel research
_____Test administration

_____Test interpretation
_____Employee orientation
_____Training new employees
_____Retraining employees
_____Job Analysis
_____Counseling
_____Grievances
_____Wage & Salary
_____Policy formulation
_____Attitude surveys

_____Other duties (please describe):______________________________

Instructions for Judging Item Favorability

SECTION 2: APPLICANT CHARACTERISTICS

On the preceding page you checked and listed some jobs for which you interview applicants. PICK ONE OF THOSE JOBS, possibly the one with which you are most familiar, AND WRITE THE JOB TITLE HERE:

JOB TITLE:____

The job title you wrote above is very important. It sets the stage for the judgments you will make in this and the remaining sections. In this section you are asked to rate statements dealing with the behavior and personal characteristics of people applying for the job you selected and listed above. You are to consider the statements beginning on the next page solely with respect to the job title you gave above. Thus, if the job title you gave is "Circus Clown," consider ONLY the requirements of a circus clown's job when you evaluate the various statements.

Applicants reveal many personal and psychological characteristics when being interviewed. On the following pages are 100 statements covering a wide variety of characteristics which may be observed during an interview. *Please read each statement carefully, and considering the job title listed above, make the following judgment:*

How FAVORABLE is this characteristic?

You are to answer this question for each statement by marking one of the possible answers given on the response scale accompanying each statement. Consider the sample statement below:

A. HAS TWO YEARS OF COLLEGE.

1( ) 2( ) 3( ) 4( ) 5( ) 6( ) 7( )
Unfavorable Neutral Favorable

For some jobs, having two years of college might be extremely favorable and for others it might be neutral, while for still others this characteristic might be extremely unfavorable. Your task is to estimate, *for the job you gave above*, the degree of favorability of each particular characteristic. When you've arrived at an estimate, simply put a checkmark (√) at the appropriate point on the response scale.

Thus, your task is to read each statement on the following pages and to consider how favorable or unfavorable each characteristic is for applicants in the job you wrote at the top of this page. How does each characteristic influence your general impression of the applicant? How does each characteristic influence your disposition to accept or reject the applicant? How favorable is each characteristic? Do not be concerned if a characteristic is very rare, or if it is unimportant in selecting employees. Simply consider the favorability of each statement.

Examine each statement separately when you make your judgments of favorability, and please be careful not to skip any. Although this questionnaire may seem bulky, you will find that all the statements are interesting and that it will go very rapidly once you get into it.

SECTION 3: THINGS APPLICANTS SAY

In this section you are asked to evaluate things that applicants might say while being interviewed. On the following pages are 60 statements an applicant might make when talking about himself, his work, and other matters that come up during interviews. *Please read each statement carefully and, considering the job title you listed on page 239, make the following judgment:*

How FAVORABLE is it to say this?

You are to answer this question for each statement by marking one of the possible answers given on the response scale beneath each statement. Consider the sample below:

B. SAYS HE WILL NOT WORK EVENINGS.

1( ) 2( ) 3( ) 4( ) 5( ) 6( ) 7( )
Unfavorable Neutral Favorable

Willingness to work evening hours might be extremely favorable in some jobs but considerably less so in others. Your task is to estimate, *for the job you listed on page 239,* the degree of favorability of each particular comment.

Do not be concerned if a particular comment is never made during interviews, or if the comment is irrelevant from the standpoint of selecting employees. Just consider the favorability of each statement, and put a checkmark (√) on the response scale to indicate your judgment.

SECTION 4: IMPRESSIONS THE APPLICANT CREATED

This final section contains 90 statements describing various impressions that applicants might create during the course of an interview. Two applicants who have the same personal characteristics and say the same things during the interview might leave you with vastly different impressions after interviewing them. Conversely, two applicants who differ extensively in their personal characteristics and who say different things when being interviewed might leave you with similar impressions. In this section we are not concerned with the characteristics or comments which led to a particular impression, but solely with the impression itself.

Please read each statement carefully, and again considering the job listed on page 239, make the following judgment:

How FAVORABLE is this impression?

You are to answer this question for each statement by marking one of the possible answers given on the response scale below each statement. Consider the sample below:

C. WELL SUITED TO DOING REPETITIVE TASKS.

1( ) 2( ) 3( ) 4( ) 5( ) 6( ) 7( )
Unfavorable Neutral Favorable

If an applicant creates the impression that he is well suited to doing repetitive tasks *and the job involves repetitive tasks*, you might rate this impression as extremely favorable. On the other hand, if the job involves no repetitive tasks but an applicant has created the impression that he is best suited for such tasks, you might rate this impression as extremely unfavorable.

D. AGGRESSIVE

1( ) 2( ) 3( ) 4( ) 5( ) 6( ) 7( )
Unfavorable Neutral Favorable

Your task is to evaluate the favorability of each impression in the context of the job you listed on page 239. You are to arrive at an estimate of the favorability of aggressiveness, for example, and then put a checkmark (√) at the appropriate place on the response scale. Consider only the favorability of each impression. Don't be concerned if a given impression rarely occurs, or if an impression is irrelevant to the decision to be made after the interview. Base your judgments exclusively on the favorability of each impression.

Instructions for Judging Item Frequency

SECTION 2: APPLICANT CHARACTERISTICS

On the preceding page you checked and listed some jobs for which you interview applicants. PICK ONE OF THOSE JOBS, possibly the one with which you are most familiar, AND WRITE THE JOB TITLE HERE:

JOB TITLE:____

The job title you wrote above is very important. It sets the stage for the judgments you will make in this and the remaining sections. In this section you are asked to rate statements dealing with the behavior and personal characteristics of people applying for the job you selected and listed above. You are to consider the statements beginning on the next page solely with respect to the job title you gave above. Thus, if the job title you gave is "Circus Clown," consider ONLY the requirements of a circus clown's job when you evaluate the various statements.

Applicants reveal many personal and psychological characteristics when being interviewed. On the following pages are 100 statements covering a wide variety of characteristics which may be observed during an interview. *Please read each statement carefully, and considering the job title listed above, make the following judgment:*

How FREQUENT is this characteristic?

You are to answer this question for each statement by marking one of the possible answers given on the response scale accompanying each statement. Consider the sample statement below:

A. LIVES IN A MIDDLE-CLASS NEIGHBORHOOD.

	1( )	2( )	3( )	4( )	5( )	6( )	7( )
Characteristic of:	NONE	FEW	SOME	HALF	MANY	MOST	ALL

For some jobs, all applicants might live in middle-class neighborhoods; and for other jobs, about half might come from middle-class neighborhoods, while for still other jobs, none might live in such areas. Your task is to estimate, *for the job you gave above*, the relative frequency of each particular characteristic. When you've arrived at an estimate, simply put a checkmark (√) at the appropriate point on the response scale.

Thus, your task is to read each statement on the following pages and to consider how frequent or infrequent each characteristic is among applicants in the job you wrote at the top of this page. How many applicants possess this characteristic? What proportion of applicants can be characterized in this way? How frequent is this characteristic? Do not be concerned if a characteristic is unimportant in selecting employees, and guard against being swayed by the desirability of any characteristic. Simply consider the relative frequency of each characteristic.

Examine each statement separately when you are making your judgments of relative frequency, and please be careful not to skip any. Although this questionnaire may seem bulky, you will find that all the statements are interesting and that it will go very rapidly once you get into it.

SECTION 3: THINGS APPLICANTS SAY

In this section you are asked to evaluate things that applicants might say while being interviewed. On the following pages are 60 statements an applicant might make when talking about himself, his work, and other matters that come up during interviews. *Please read each statement carefully, and considering the job title you listed on page 241, make the following judgment:*

How FREQUENTLY is this said?

You are to answer this question for each statement by marking one of the possible answers given on the response scale beneath each statement. Consider the sample below:

B. SAYS HE WILL NOT WORK EVENINGS.

	1( )	2( )	3( )	4( )	5( )	6( )	7( )
Said by:	NONE	FEW	SOME	HALF	MANY	MOST	ALL

For some jobs, all applicants might acknowledge a willingness to work evening hours; but for other jobs, none might say this. Your task is to estimate, *for the job you listed on page 241*, the relative frequency of each particular statement.

Do not be swayed by the desirability of a particular comment, nor should you be concerned if a comment is irrelevant from the standpoint of selecting employees. Just consider the relative frequency of each statement, and put a checkmark (√) on the response scale to indicate your judgment.

SECTION 4: IMPRESSIONS THE APPLICANT CREATED

This final section contains 90 statements describing various impressions that applicants might create during the course of an interview. Two applicants who have the same personal characteristics and say the same things during the interview might leave you with vastly different impressions after interviewing them. Conversely, two applicants who differ extensively in their personal characteristics and who say different things when being interviewed might leave you with similar impressions. In this section we are not concerned with the characteristics or comments which led to a particular impression, but solely with the impression itself.

Please read each statement carefully, and again considering the job listed on page 241, make the following judgment:

How FREQUENTLY is this impression created?

You are to answer this question for each statement by marking one of the possible answers given on the response scale below each statement.
Consider the sample below:

C. WELL SUITED TO DOING REPETITIVE TASKS.

	1( )	2( )	3( )	4( )	5( )	6( )	7( )
Characteristic of:	NONE	FEW	SOME	HALF	MANY	MOST	ALL

Your task is to estimate how frequently people applying for the job you listed on page 241 create the impression that they are well suited to doing repetitive tasks. When you've arrived at an estimate of relative frequency, place a checkmark (√) at the appropriate place on the response scale. Guard against being swayed by the desirability of some impressions, and don't be concerned if a given impression is irrelevant to the decision to be made after the interview. Base your judgments exclusively on the relative frequency of each impression.

Instructions for Judging Item Importance

SECTION 2: APPLICANT CHARACTERISTICS

On the preceding page you checked and listed some jobs for which you interview applicants. PICK ONE OF THOSE JOBS, POSSIBLY THE ONE WITH WHICH YOU ARE MOST FAMILIAR, AND WRITE THE JOB TITLE HERE:

JOB TITLE:____

The job title you wrote above is very important. It sets the stage for the judgments you will make in this and the remaining sections. In this section you are asked to rate statements dealing with the behavior and personal characteristics of people applying for the job you selected and listed above. You are to consider the statements beginning on the next page solely with respect to the job title you gave above. Thus, if the job title you gave is "Circus Clown," consider ONLY the requirements of a circus clown's job when you evaluate the various statements.

Applicants reveal many personal and psychological characteristics when being interviewed. On the following pages are 100 statements covering a wide variety of characteristics which may be observed during an interview.

Please read each statement carefully, and considering the job title listed above, make the following judgment:

Is this characteristic IMPORTANT?

You are to answer this question for each statement individually by marking one of the possible answers given in the margin next to each statement. Consider the sample statement below:

IMPORTANT
YES NO
( ) ( ) A. LIVES IN A MIDDLE-CLASS NEIGHBORHOOD.

Your task is to judge whether the characteristic of living in a middle-class neighborhood is important information to consider when interviewing applicants for the job you listed at the top of this page. Important characteristics are those which by themselves heavily influence your overall evaluations: They "make a difference" in your personnel decisions. Unimportant characteristics do not influence your evaluations: they are irrelevant. Once you've decided on the importance of a particular characteristic, put a checkmark (√) in the appropriate place in the margin.

Guard against being swayed by the desirability of any particular characteristic, and do not be concerned if a given characteristic rarely occurs among applicants you interview. Simply consider the importance of each characteristic in the context of the job you listed above.

Examine each statement separately when you are making your judgments of importance, and please be careful not to skip any. Although this questionnaire may seem bulky, you will find that all the statements are interesting and that it will go very rapidly once you get into it.

SECTION 3: THINGS APPLICANTS SAY

In this section you are asked to evaluate the importance of things that applicants might say while being interviewed. On the following pages are 60 statements an applicant might make when talking about himself, his work, and other matters that come up during interviews. *Please read each statement carefully, and considering the job title you listed on page 243, make the following judgment:*

Is this comment IMPORTANT?

You are to answer this question for each statement separately by marking one of the possible answers given in the margin.
Consider the sample below:
IMPORTANT
YES NO

( ) ( ) B. SAYS HE WILL NOT WORK EVENINGS.

For some jobs, a comment about willingness to work evening hours might be crucial to the outcome of an interview, but for other jobs the same comment might be far from significant. Your task is to judge, *for the job you listed on page 243*, the importance of each particular comment.

Once you've decided on the importance of a particular comment, put a checkmark (√) in the appropriate place in the margin. As in the preceding section, ignore the desirability and/or frequency of particular statements, and concentrate solely on the importance of each comment.

SECTION 4: IMPRESSIONS THE APPLICANT CREATED

This final section contains 90 statements describing various impressions that applicants might create during the course of an interview. Two applicants who have the same personal characteristics and say the same things during the interview might leave you with vastly different impressions after interviewing them. Conversely, two applicants who differ extensively in their personal characteristics and who say different things when being interviewed might leave you with similar impressions. In this section we are not concerned with the characteristics or comments which led to a particular impression, but solely with the impression itself.

Please read each statement carefully, and again considering the job listed on page 243, make the following judgment:

Is this impression IMPORTANT?

You are to answer this question for each statement by marking one of the possible answers given in the margin.

Consider the statement below:

IMPORTANT
YES NO
( ) ( ) C. WELL SUITED TO DOING REPETITIVE TASKS.

An impression that the applicant is well suited to repetitive work may be crucial to the outcome of an interview for some jobs but not for others.

YES NO
( ) ( ) D. AGGRESSIVE

An impression of aggressiveness might weigh heavily in the selection decisions for some jobs, but not in others. Your task is to judge the importance of each individual impression *for the job you listed on page 243.*

When you have decided on the importance of a particular impression, put a checkmark (√) in the appropriate place in the margin. In this section you are urged to be especially careful and to guard against being swayed by the desirability of particular impressions. Concentrate on the importance of each impression.